

# Sales Management

THE MAGAZINE OF  
MARKETING



**Almost Every Promotion Means A Move**

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**Your Undeveloped Selling Asset**

Page 53

# *Save up to 54%*

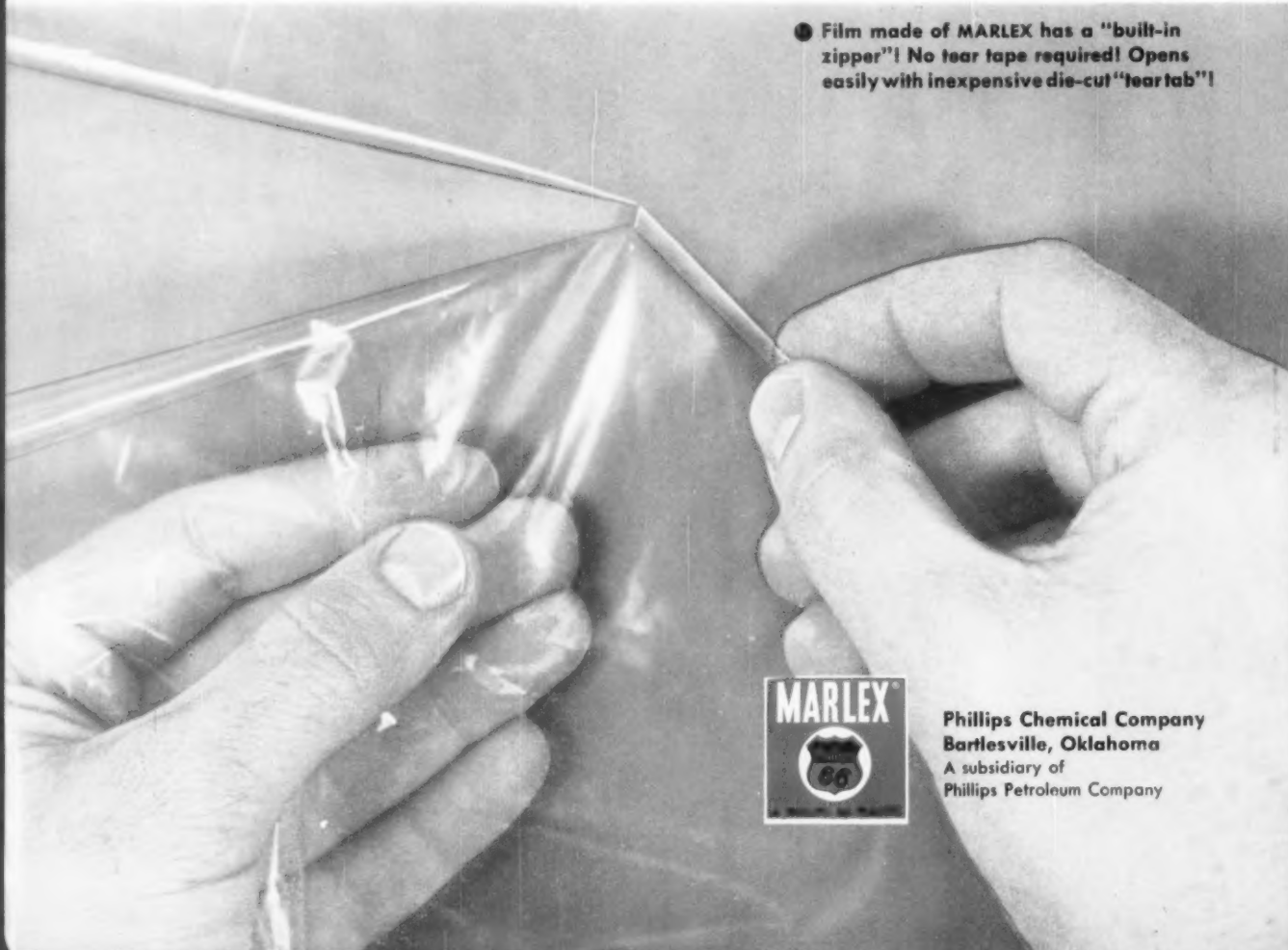
*on your overwrap costs by  
switching from cellophane  
to film made of*

# **MARLEX**\*

This new film made of MARLEX linear polyethylene represents a real breakthrough in transparent overwrap packaging. It is as different from conventional low and medium density polyethylene films as it is superior to cellophane. For detailed information, contact your film supplier or packager, or write to us directly for application data and film samples.

\*MARLEX is a trademark for Phillips family of olefin polymers.

- Sparkling clear, glossy, transparent film with excellent printability!
- Boilable . . . freezable! Perfect for frozen food packaging!
- Infinite shelf life! No humidity or "drying out" problems! Crackproof!
- Moistureproof! Two to three times better than cellophane or conventional polyethylene!
- Easier to handle, non-blocking, heat-sealable! Economical thin gauges are used in conventional overwrap machines!
- Offers many times the grease resistance of ordinary polyethylene film!
- Five times the tensile strength of low-density polyethylene film!
- Ideal overwrap for baked goods, paper products, cereals, textiles, apparel, candy, cigarettes, sterilizable packages, snack foods, poultry and dairy products!
- Film made of MARLEX has a "built-in zipper"! No tear tape required! Opens easily with inexpensive die-cut "tear tab"!



**Phillips Chemical Company**  
Bartlesville, Oklahoma  
A subsidiary of  
Phillips Petroleum Company



# The obsolescent bull!

The bull is no hewer of wood, drawer of water, prime mover of plow or cart. His sole function is propagation. He is costly to feed, often hard to handle and injury prone. The 120,000 bulls in this country represent a big investment and expense to US farmers.

A two year or older bull is good for forty to seventy-five matings a year. However, with artificial insemination, a superior bull can serve from 15,000 to 40,000 cows a year, step up meat and milk production. And buying a chilled tube of semen by mail is easier and cheaper than using a bull.

If artificial insemination were adopted universally, the 60 million cows in this country could be adequately served by a mere 600 bulls!

The changing status of the bull today is symptomatic of all American agriculture.

Within a generation, the horse and many of the hired men have been replaced by tractor, power machinery, and better planned farm buildings. The milk can is being succeeded by the bulk tank. New methods of planting, harvesting, breeding, pest and disease control, have increased farm production enormously. No industry changes so fast, advances so steadily.

The change has also affected the status of US farms. Six out of ten of our farms are subsistence or supplemental; afford a meager living, or a residence and some aid to job or business income. Four out of ten,



just over 2 million, get \$9 of every \$10 of US cash farm income.

The high 40% includes the country's best farmers, with big investments in land, buildings and equipment; volume crops and livestock, good incomes, and incidentally **SUCCESSFUL FARMING** subscribers.

The industry change has also affected **SUCCESSFUL FARMING** — made it virtually indispensable to field crop and livestock farmers. **SF** bridges gaps between theory and practice, the laboratory and successful application; for more than fifty years has helped the best farm families earn more and live better.

**SF** is not merely read, but studied, clipped, referred to, by both men and women; is an integral part of their lives as well as business. And has earned a degree of respect and confidence that gives extra response to advertising in its issues.

If you want more sales, put **SUCCESSFUL FARMING** to work for you. In 1957 **SF** farm subscribers had an estimated average cash farm income of \$10,870, will be higher this year — offers one of today's choicest class markets, available in an economical medium package. **SF** also adds balance to national advertising in an important market where general media lack impact.

Call any **SF** office for details.



*Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans.*



## Only six carried more!

In 1957, among all magazines with a million or more circulation **Successful Farming** was seventh in editorial lines devoted to **Home Furnishings & Management.**

**Why? Because **SF** farm families are intensely interested in new furnishings, kitchens, appliances, in better living facilities.**

**With estimated average cash farm incomes around \$10,000 for the past decade, they can afford what they want! No medium matches **SF**'s influence with its market. For more sales, for better balanced national advertising, use **Successful Farming.** Investigate!**

**Successful Farming . . . Des Moines, New York, Chicago, Detroit, St. Louis, Philadelphia, Cleveland, Minneapolis, Atlanta, San Francisco, Los Angeles.**

## FASTEST GROWING MARKET OF THE "BIG 4" in TEXAS!

IN  
POPULATION

FORT WORTH  
UP 69%  
HOUSTON  
UP 58%  
DALLAS  
UP 48%  
SAN ANTONIO  
UP 26%

IN EFFECTIVE  
BUYING INCOME

FORT WORTH  
UP 122%  
HOUSTON  
UP 108%  
DALLAS  
UP 95%  
SAN ANTONIO  
UP 65%

Source: November 10, 1957 Sales Management (1950-1960 estimates)

### — AND IT TAKES A FORT WORTH NEWSPAPER TO SELL THE FORT WORTH MARKET!

The Fort Worth Star-Telegram reaches over 95% of the metropolitan families (combined daily) and over 72% (Sunday). In addition to covering the growing metropolitan market, it achieves better than 20% family coverage in 44 counties — combined daily; 52 counties on Sunday — far greater than any other Texas newspaper.

Your advertising dollar buys more of the Texas market in the Fort Worth Star-Telegram. Put more of your advertising dollars to work to capture a bigger share of this fast growing market for your products.

**FORT WORTH  
STAR-TELEGRAM**

AMON G. CARTER, Jr., President  
and National Advertising Director

**LARGEST COMBINED  
DAILY CIRCULATION IN TEXAS**

without the use of schemes, premiums or contests  
"Just a good newspaper"

## Sales Management

THE MAGAZINE OF MARKETING

September 5, 1958

Vol. 81, No. 6

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N.Y. LEXington 2-1760

## HIGHLIGHTS

### MILAGE COSTS UP 5½%

In 1957 the cost of driving a Chevrolet sales car rose 4%. This year you can add another 5½%. R. E. Runzheimer, the nation's top expert, reports that the situation is even more costly for Pontiacs: up 8%. In this new study for SALES MANAGEMENT he tells you why it's again time to review your payments to salesmen for operating their own automobiles.

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### SHOULD A MAN BE EXPECTED TO MOVE?

John M. Wilson, retired vice-president of sales for National Cash Register Co., says in effect: "Almost Every Promotion Means a Move." Wilson, one of the greats among contemporary sales executives, writes that moves don't faze the ambitious, but the "satisfied ones" (without ambition and drive) *won't* move. He doesn't dislike the men who stay put. But he admires the ones who move.

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### SELLING THE PRODUCT PARKED OUTSIDE

Salesmen of Industrial Nucleonics Corp. frequently go calling with a chauffeured briefcase. They sell inside after taking the prospects outside—to a bus. A bus that can show what a product actually does—because it contains the product. You'll get the details on page . . .

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### YOUR UNDEVELOPED SELLING ASSET

"Thousands of men are wasting valuable career assets because companies have generally failed to give attention, guidance and financial assistance to the problem of proper dress."—That's the way the story begins. The way it ends is up to you. For the first time, anywhere, here's the way to find out whether or not your men are *dressed* for selling.

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Audit  
Bureau  
of  
Circulations



Associated  
Business  
Publications



National  
Business  
Publications



Magazine  
Publishers  
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa. WAlnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.



## WHAT IS A SALES TALK?

Harry H. Daniels, Eastern Division manager, Robert Palmer Corp., contends: "It is the entire sales career of the man who wants success." His critics say: "Your salesmen will sound like parrots if they follow his advice." Which philosophy do you prefer?

## SO ADVERTISING WON'T PRODUCE SALES!

Mueller Climatrol (a Division of Worthington Corp.) "slumped, with the building industry, 16 months ahead of the rest of the country." But now the company emphatically states: "We . . . believe we are on our way out of the recession." The recession may be *officially* over. But many companies are waiting for the time when they can echo the above quote. Here's how Mueller did it.

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## Only the ROTARIAN

brings your sales message to this concentrated

"action audience"

Every copy reaches an active businessman who can make a decision to buy your product!

79%

are active in business management!



90%

play an active part in company buying!



84%

are active homeowners!



54%

are in companies operating 1,265,217 trucks!



82%

are active travelers! (more than 12 trips a year)



53%

actively influence civic government buying!



and . . . this "man-of-action" has an average income of \$14,429 to make him an active customer for insurance, travel, sporting goods and clothes.

THE ROTARIAN reaches 354,620 "men-of-action" at the low, low cost of only \$3.72 per thousand!

SEND FOR YOUR FREE COPY OF Market Facts, Inc., complete study of the ROTARIAN reader—the man who can buy your product—today!



The Rotarian

AN INTERNATIONAL PUBLICATION  
1600 RIDGE AVE., EVANSTON, ILLINOIS

# CITY \* ALIVE



## \*SAN DIEGO: A BIGGER MARKET

With 1957 sales of lumber, building materials and hardware totaling  
**\$60,691,000.00**  
 the San Diego market ranks 28th among the nation's 280 Metropolitan County Areas . . .  
 bigger than —

PHOENIX, ARIZONA . . \$57,199,000  
 SEATTLE, WASHINGTON \$57,044,000

PORTLAND, OREGON . . \$56,341,000  
 COLUMBUS, OHIO . . . \$52,555,000

To sell San Diego . . . to capture this alive and thriving market . . .  
 advertise in *The San Diego Union and Evening Tribune*.  
 Combined daily circulation: 202,242! 84.4% readership — unduplicated.

SALES ESTIMATES: COPYRIGHT 1958 SALES MANAGEMENT SURVEY OF BUYING POWER.  
 CIRCULATION FIGURE: 6 MONTHS ENDING MARCH 31, 1958, AS SUBMITTED TO ABC.

## The San Diego Union • *EVENING TRIBUNE*

"The Ring of Truth"

### COPLEY NEWSPAPERS

15 "Hometown" Newspapers covering San Diego, California — Northern Illinois — Springfield, Illinois — and Greater Los Angeles . . . Served by the COPLEY Washington Bureau and the COPLEY News Service.

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., INC.

## Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue  
 New York 16, N. Y. LEXINGTON 2-1760

### EDITORIAL

#### EDITOR and PUBLISHER

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#### MANAGING EDITOR

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#### SENIOR EDITOR

Lawrence M. Hughes

#### ASSOC. MANAGING EDITOR

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Industrial Editor, Nathaniel Gilbert

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 Lynch, Claire Spaatz

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Assistant Director, Edward S. Hoffman

Subscription Manager, C. V. Kohl

U. S. and Canada: \$10 a year  
 Foreign: \$15

### ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

### OFFICERS

President, John W. Hartman

Treasurer, Ralph L. Wilson

Vice-President, Sales, Randy Brown

Senior Vice-Presidents, C. E. Lovejoy, Jr.,  
 W. E. Dunsby, R. E. Smallwood and Wm.  
 McClenaghan

Bill Brothers Publications in MARKETING  
 (in addition to Sales Management): Sales

Meetings, Tide, Premium  
 Practice, INDUSTRIAL:  
 Rubber World, Plastics  
 Technology. MERCHAN-  
 DISING: Fast Food, Floor  
 Covering Profits and

Tires, TBA-Merchandising.  
 Copyright, Sales Management, Inc., 1958

SALES MANAGEMENT

# For fuller market baskets at the check-out

**Join NBC Radio's giant autumn promotion. OLD FASHION FEASTS—with modern trimmings.**

Now... A broad-scale network radio editorial drive to build more sales for retailers and manufacturers. On Monday, October 20th, NBC Radio Network and its 200 affiliated stations launch a 6-week EDITORIAL campaign to start more American families eating three complete balanced meals a day. It's another step in the developing association of NBC Radio and the food industry, following up the successful "Summertime Is Outdoor Eating Time" campaign, and NBC's broadcasts of the food industry story.

**7 Days a Week**, 'round the clock, a saturation campaign of special features and announcements will be reminding listeners that Old Fashioned Feasts are easy to prepare. With modern "built-in maid service" and appliances that baby-sit, housewives today can win handily the same praise mother used to gain the hard way.

Morning, Noon, and Night, NBC Radio programs like **BANDSTAND**, and **MONITOR** and **NIGHTLINE** will provide entertaining features

on serving full meals integrated into the programs themselves. NBC Radio's top entertainers, all its promotional facilities and those of the 200 NBC Radio affiliates will be behind this tremendous 'Old Fashioned Feasts' sales push. And it's timed to the season, when listeners are in the mood for family dining.

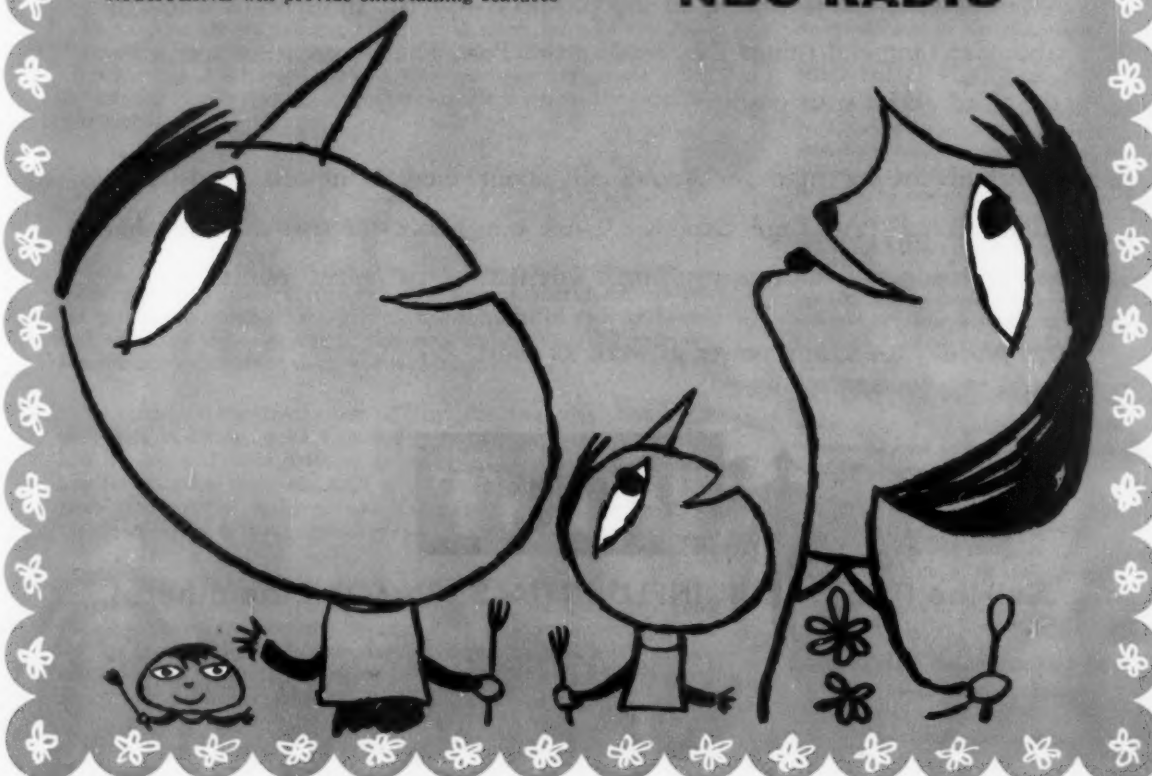
Heartier meals... fuller shopping baskets... bigger profits for you!

**FOOD STORE RETAILERS:** How many baskets in your markets reach the check-out counter half empty? Take advantage of the response this full-scale NBC Radio campaign will generate... tie-in and march those shoppers to YOUR stores. *Contact your local NBC Radio affiliate.*

**MANUFACTURERS:** No other food promotion in media history offers these advantages... powerful editorial backdrop, tested national-local strategy, complete merchandising campaigns. *Call your NBC Radio Network representative for the eye-opening details.*

*If you want to go LOCAL, go NATIONAL...go*

## NBC RADIO



out of sight . . . out of mind!

**Y**ou know the truth  
of this maxim as well

as anyone. *Proved* sales are the result of *proved* sales calls. That's basic! The same is true of advertising media. In today's market, media must *prove* themselves. The Saturday Evening Post does!

Your ad page in the Post makes more than 29,000,000 *proved* sales calls for you every week...*proved* chances to sell...*proved* face-to-face contacts. What's more, you're calling on top prospects—*proved* Influentials who talk about, recommend things they read in the Post. They're great for spreading the word about your product.

Your advertising manager knows all about media's newest yardstick—Alfred Politz' "Ad Page Exposure." Ask him about the first measure that rates a medium's value as you rate a salesman's—by *proved* results!

Put *proved* Post selling power to work for you!



Sell the POST INFLUENTIALS - they tell the others!



## EDITORIALS

### Headline of the Year

Staying In Business Sale!  
Going Out For Business

—Stavinoha's in *Temple Daily Telegram*,  
Temple, Tex.

### What's in a Name?

Sometimes advertising gets just downright silly. Like millions of other readers, we read with interest Firestone's newspaper full page ad—and a very attractive ad it is—on its six major tires.

We have never bought a \$64.25 tire, so we were particularly attentive to the caption on Firestone Supreme. The Firestone "500" is more our speed—\$26.85. Then we read on to the Firestone De Luxe Champion priced at \$25.55. But then right next to it we ran into something that confuses us. The Firestone De Luxe Super Champion is only \$15.95. Further, the Firestone Super Champion is \$12.95. If you're still with us, we must report that the Firestone Super Champion New Treads is \$8.88.

Now we would like to ask if you share our confusion? Would you guess, reading only the names and not knowing prices, that the Firestone De Luxe Super Champion is priced about ten dollars cheaper than the Firestone De Luxe Champion?

Perhaps we should try not to be literal when we read the Firestone ad. After all, years ago, we learned to interpret properly the adjectives for Hollywood movies. For example, any movie billed as "colossal" really was just an ordinary grade B movie that wouldn't tire your brain.

### You and Ad Effectiveness

You, as a typical sales executive, are concerned with scores of job functions in connection with your present assignment. If you are in the top group of the general management of your company, and especially if you aspire to rise even higher, you find that you are now more concerned than ever with advertising.

You check on the effectiveness of your sales manpower. You hedge your bets in hiring, quite frequently, by using aptitude tests. You hire professional sales training managers to help both your men and the company make the most of your mutual opportunities. And from time to time many of you hire outside consultants to check the effectiveness of your manpower.

But how much do you know about the effectiveness of your advertising? How can you tell whether you are getting a good "buy" from your advertising agency? Odd as it may seem, because the investment in many cases may be larger, chances are you may know less about the effectiveness of your advertising than you do about your sales manpower.

So we heartily recommend to you an all-day program being staged by Advertising Research Foundation on Thursday, October 2, at

## ARE YOU COVERED IN TODAY'S AND TOMORROW'S CHANGING MARKETS?



### READ FOR ONE PURPOSE ONLY...

by 70,271 product selectors in the 40,092 largest, most active plants in all 452 manufacturing industries... insuring saturation of your known markets... PLUS opportunities to fish for NEW markets rapidly developing NOW.

### PRODUCT NEWS AND INFORMATION...

the subject consistently proven to be of top interest to all who engineer, operate, and maintain industry's leading plants and who design and develop the products they manufacture.

### WHAT BETTER PLACE?...

than where 70,271 specifier and buyer readers are LOOKING for current product needs... as indicated by reader verification showing that IEN is checked regularly by 86.0%, and occasionally by 13.6%, for product information.

### WHAT BETTER TIMING?...

than when industry's top specifiers and buyers are LOOKING for current product needs... as indicated by reader verification showing that 97.5% use IEN for buying reference.

### FOR YOUR PRODUCT ADVERTISING?...

and at a cost of less than \$200 per month because you need no display... just a brief, factual description of your product!



### DETAILS?...

Write for "THE IEN PLAN"  
and NEW Media Data File.

BPA... CIO

### Industrial Equipment News

Thomas Publishing Company  
461 Eighth Avenue, New York 1, N. Y.  
Affiliated with Thomas Register

**Only  
four?**



**Yes,  
only  
four!**



**625,000**

*In Minnesota, North and South Dakota, Western Wisconsin*



*\*New York • Los Angeles • Chicago • Philadelphia*

Only **4** U.S. cities\*  
have newspapers with more  
circulation than the  
Minneapolis Sunday Tribune

**Minneapolis Star *and* Tribune**

EVENING

MORNING and SUNDAY

**625,000 SUNDAY • 495,000 DAILY**

JOHN COWLES, *President*

the Waldorf-Astoria Hotel in New York on "How Can Advertising Be Better Evaluated in Today's Economy?"

You will want to send your advertising manager, and no doubt urge that your principal account executive at your agency or agencies be there, too. But for you to secure the most benefit you, yourself, should be in the audience.

One example of the "breakthroughs" that you will learn about is the report, "One Company's Approach to Measuring Advertising Effectiveness," by F. A. C. Wardenburg, Director of Advertising, E. I. du Pont de Nemours & Company Inc.

If you are solely concerned with industrial advertising you will be especially interested in one of the concurrent groups on evaluating industrial advertising. Two case histories will be presented.

## You and Color Advertising

Now we would like to recommend that you or your principal associate find time to sit in on another conference—dealing with ROP newspaper color—to be held at the Waldorf-Astoria Hotel in New York on September 15, 16 and 17.

A wealth of up-to-the-minute data will be revealed for the first time to advertisers and their agencies in a special report to be made during the Third Annual Newspaper ROP Color Conference.

Among questions that will be answered are:

1. What advantages do you think ROP color offers?
2. What percentage of your daily newspaper budget has been accounted for by ROP color?
3. For what marketing or advertising purposes do you think ROP color is most effective?
4. In which cities would you like to see more ROP color made available to you as a national advertiser?
5. Have you attempted to measure the relative effectiveness of ROP color vs. black and white.

## Salesmen Make Other Salesmen Mad

The other night we went to our suburban movie house and at the end of the picture we got up and went out to the lobby while our pre-teenage son sat through the opening to see the first big laugh all over again. We were quietly sipping our ten cent cup of Coke when we saw the theatre manager, the ticket taker, and the ticket seller insult three customers—all within five minutes! We stood there with our mouth open because we thought that the movie people were trying hard to make movies better and woo customers again.

We recognized one of the customers who had been insulted. We know him around our home town as a very civic minded and quiet spoken man. We have also had dealings with him in business and there is no doubt that he is one of the most service and sales minded individuals alive. He goes about his job quietly and efficiently. We mentioned to the theatre manager and the ticket taker that they had just insulted a nice guy. Their reply, in an argumentative tone, was that they were right and he was wrong. We said it is always nice to win the argument—but is it worth losing a good customer?



Dartnell Presents  
Monty Woolley and Geraldine Brooks in

## SOLID GOLD HOURS

New Color Movie for Sales Meetings

In selling, only those hours spent face to face with customers are solid gold. To close more business and win more new customers, a salesman must increase his share of solid gold hours. This half-hour sound movie shows how to do it. Featuring two well-known stars and full color photography it is sure to highlight your next sales meeting. Suits any line of business.

Write for Rental or Purchase Details

**DARTNELL**

HEADQUARTERS  
FOR SALES  
TRAINING FILMS

1801 Leland Ave. • Chicago 40, Ill.

## Plants and Flowers

for  
PREMIUMS  
and  
GIVE-AWAYS



Write for FREE SAMPLE  
of an exotic plant

Worlds Largest Supplier  
of Horticultural Premiums

Please write attention SETH MANN



**ORCHIDS OF HAWAII, INC.**  
National Sales Office  
305 - 7th AVENUE, NEW YORK 1, N. Y.

# IX XVI,

## The key to the power of a Hearst magazine is in this puzzle

### Can you decipher it?

- |                                 |     |
|---------------------------------|-----|
| Early American "chuckers" game? | ( ) |
| Magazine circulation figures?   | ( ) |
| Roman monetary symbols?         | ( ) |

This picture may not mean much to even the readers of *Cosmopolitan*. But once deciphered it reveals that every month some 996,000 consumers go to the newsstand and pay 35 cents for their favorite magazine.

To the advertiser, this means *Cosmopolitan* should not be thought of as a magazine that reaches for an audience. Quite the opposite. The audience reaches for *Cosmopolitan*.

Just as *Cosmopolitan* sells itself "over the counter" to consumers—through the intense personal interest in its editorial content—so it sells the products that are presented in its pages. For advertising dollars work hardest where interest is greatest.

### Pin-pointing prospects through editorial appeal

What is true of *Cosmopolitan* is true of all Hearst magazines. Each is edited for a particular market—with an intimate understanding of its interests—whether they be fashion, food, furniture or fishing.







As a result, Hearst magazines pin-point prospects—not suspects. Readers are pre-conditioned to acceptance of the advertiser's product—because reader and advertiser share a common interest and enthusiasm.

If you want to ride the tail wind of Hearst editorial promotion—and reach a pre-sold audience—remember: *Hearst readers are sold, only need to be told.*

#### How this editorial concept helps advertisers:

- Advertising reaches readers in the mood to buy
- Advertising is focused where interest is keenest
- Editorial and advertising content work in tandem
- Editorial integrity lends prestige to advertising
- Each magazine is the authority in its field
- Hearst readers are sold—only need to be told!

## HEARST MAGAZINES

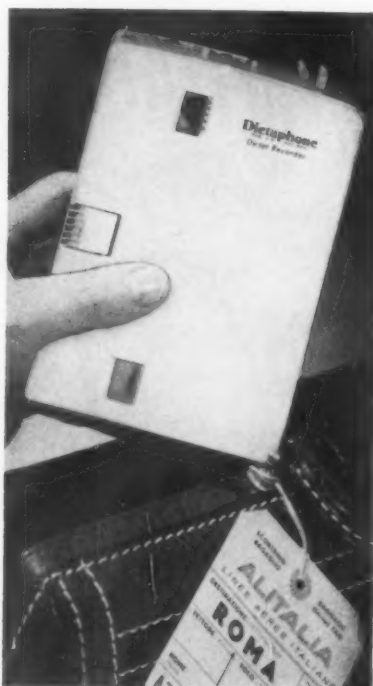
10 keys to the special interests of 10 groups of people



#### Average newsstand sales (ABC—Last 6 months 1957)

Cosmopolitan	996,000
Look	789,144
Life	780,906
Esquire	259,118
Holiday	155,135
New Yorker	117,414

**New portable  
recorder lets you  
talk paper-work  
away—anywhere!**



It's the all-transistor Dictet—by Dictaphone. It works *anywhere* without a plug-in . . . lets you talk your call-reports while they're still fresh in your mind . . . saves you time to make more calls.

Dictet is so easy to work. Just lift its mike and talk. Mike doubles as speaker for instant playback.

Power source: devilishly effective little mercury batteries.

You ought to find out more about this noble machine. There's a coupon nearby for that express purpose.

## **DICTET® BY DICTAPHONE®**

Dictaphone Corporation, Dept. SM-98  
420 Lexington Avenue, New York 17, N. Y.  
Please send full-color booklet on new Dictet.

Name

Company

Address

## **CORPORATE CLOSE-UP**



### **The Red Devil Gets Frisky**

When most companies speak of postwar changes, they speak of WW II. The William Underwood Co. ("America's oldest canners"), Watertown, Mass., speaks of the Civil War. Now under the guidance of only its sixth president since its beginning in 1821, Underwood is "reversing a post-Civil War move to cut back on the number of its products" and is looking around for more canned food products and markets in which to sell them.

George C. Seybolt, 43, joined staid, familiar Underwood in 1950 as secretary. He later became vice-president, then executive vice-president. This past January he was elected the third "non-family" president. During the past eight years, Underwood's sales have increased 60%. At their highest point in the company's history, sales are now somewhere over \$10 million a year. But the privately held firm needn't say how much.

Underwood's eight products, ranging from deviled ham to sardines to clam chowder, are sold nationally through 85 food brokerage firms. To increase this system's sales productivity, Seybolt recently appointed four regional sales managers who will work closely with the brokers. They report to James Wells, Underwood's general sales manager.

It's already paying off. Some brokers' sales have increased up to 40% since the system was instituted. The new sales managers are directly responsible for training broker personnel in Underwood products and sales presentations. They hold general meetings of broker management personnel and frequent sales meetings. They're going to be on the go. The four men will spend about 40 weeks a year on the road, covering better than 50,000 miles. Before they came on the job, Wells did it all on his own.

Underwood has good reason for giving its brokers more attention. It's used them in varying degrees for the past 75 years—exclusively for the past decade. And four of the brokers have been selling Underwood for more than 50 years. Says Wells: "A great deal of credit for the recent, as well as the historic, growth of Underwood must be accorded the brokers." Wells is banking on even more growth. He looks to recent U.S. Census of Business figures which show that while manufacturers' sales branches and offices combined brought a sales volume rise of 14% for the food industry, that achieved by brokers was 47%.

William Underwood opened his business in Boston in 1821 by putting up ground mustard. Then he preserved exotic dishes. It was in 1840 that he began canning his first product—lobsters (no longer an Underwood offering). Today the major product is deviled ham. The company claims that more than one half of the deviled ham sold in the world carries its Red Devil trademark.

Underwood has been advertising its food and its Red Devil for some time. Food advertising began in 1867. The Red Devil came into the copy in 1895. One of the early copy lines: "Branded with the Devil, but fit for the Gods." Today Underwood invests around \$250,000 a year in advertising, with the devil getting its major exposure in such national magazines as *Life* and *Ladies' Home Journal*.

The Red Devil has undergone quite a few changes since his debut. He changed from a satanic looking creature rising out of flames to the current somewhat charming fanged character. But that's not all. Lately, he's been slowly discarding his old, conservative, Back Bay personality in favor of a little more marketing life.

## *Experience Speaks... a report by Chilton*

**"... the trade press affords the best  
advertising opportunity for reaching  
desired buying influences at low cost"**



### **NEWTON D. BAKER**

*Director of Advertising,  
Public and Employee Relations*  
**Black, Sivalls & Bryson, Inc.**  
Kansas City, Mo.



We recently passed several pleasant and enlightening hours talking with Newton D. Baker about the role which trade and industrial magazines play in his advertising and sales promotion activities at Black, Sivalls & Bryson. Mr. Baker has been responsible for all BS&B advertising, sales promotion, publicity and public relations since 1952. In April of this year, he was elevated to Director of Advertising, Public and Employee Relations, with new staff responsibilities for salaried employee relations, reporting to the president. Prior to joining the organization as Assistant Advertising Manager, he was with Sears, Roebuck & Co., in Chicago and served 2 years with the Army in World War II. In addition to handling the many responsibilities of his present office, Mr. Baker finds time for active participation in numerous professional and civic organizations. He has served as Governor of the 9th District and National Director of the Advertising Federation of America; President of the Advertising Round Table of Kansas City; and Vice President of the Kansas City Public Relations Society. We think you will find the highlights of our conversation with this successful young advertising executive both interesting and rewarding. Please turn the page . . .

## Experience Speaks

# "We like to think of our advertising in the trade



*"A strong corporate identity can be achieved from properly developed trade ads."*

**Q** Just how would you describe the business of Black, Sivalls & Bryson?

**A** We are manufacturers of oilfield production and natural gas processing equipment, control valves and safety heads, grain storage facilities, propane tanks, metal buildings, and trim for automobiles and appliances.

**Q** What is your position within the industry?

**A** In the oil and gas industries, our largest markets, we are the oldest supplier of our type and one of the leaders. Our position varies in the other fields, but in each case it can be said we are well known and well established—in many cases a major factor in the field.

**Q** How long ago was the organization founded?

**A** Sixty-five years ago. Our major growth, however, has occurred since 1946, when ownership changed from a family controlled business to one in the hands of a broad group of investors.

**Q** Do you have international distribution?

**A** Yes. BS&B has 68 sales and branch offices in the United States, Canada and Venezuela. A network of sales representatives, distributors and dealers represent the various lines in other important marketing areas.

**Q** Tell me something of your early advertising activities.

**A** BS&B has for many years advertised in the trade press. The beginning of a well-rounded, coordinated advertising program dates back to 1946, when the present corporation was formed. The company's diversification in recent years has required a gradual broadening of its advertising program.

**Q** Do you know when BS&B first used trade publications?

**A** Back in the early 20s. Trade and industrial magazines have always been an important part of our over-all advertising program and in the early years were just about our only advertising media, with the exception of a few catalogs. Even today, a sizable portion of our advertising budget is allocated to the trade press.

**Q** How many trade publications do you now use?

**A** Approximately 50.

**Q** Just what is your advertising philosophy?

**A** We consider our advertising a basic assist to our salesmen. It reduces the number of steps they have to take to win the order. If our program is properly timed, carries the correct sales emphasis, and is presented through the best

available media, it can help decidedly in pre-conditioning a prospect—help in the follow-up calls as well.

We feel that sound advertising in our type of markets is based on fulfilling a customer's need—a need for information which helps meet the requirements of his operational problems. Our advertising message must be specific, informative and readable, avoiding generalities and broad claims that mean little to the technical man who is looking for ideas and answers. Naturally the advertising message must be contained in an attractive, eye-catching format in order to be competitive with the heavy volume of advertising directed to today's buyers.

**Q** And what are your present advertising objectives?

**A** In terms of basic assists to the salesman, BS&B's advertising has these objectives: to create an interest in our products; cover buying influences inaccessible to salesmen; supplement the contacts made by salesmen; influence the decisions of customers; establish recognition and acceptance of our organization—sell the company so that our salesmen have more time for product selling; build up evidence and raise the salesman's position in the prospect's eyes; verify the salesman's word.

**Q** What are your views on the subject of frequency?

**A** We consider it important to get continuity in our campaigns and prefer using a few key books with adequate schedules, as contrasted with weak schedules in a large number of publications. Of course, compromises are sometimes necessary. In a monthly, we consider six insertions a minimum schedule. In a weekly, we prefer a 26-time schedule, consider a 13-time schedule a minimum requirement.

**Q** What is the relationship between your sales and advertising departments?

**A** With a decentralized operation and six operating divisions, our Advertising Department functions as a small advertising agency. Each division is a client requiring our best thinking and an integrated program that will get the job done within the restrictions of total funds available. We work just as close as possible with the sales heads of each division.



## press as adding horsepower to the salesman's pace"

**Q** Of what value is your trade magazine advertising from the standpoint of your sales organization?

**A** We like to think of our advertising in the trade press as adding horsepower to the salesman's pace. There can be no question but that it is to the salesman's advantage to have advertising assist him in keeping prospects well informed as to company products, its leadership in research and development, its position in the industry, its policy on service, etc.—rather than for him to carry all of the educational burden himself. We tell our salesmen that for 100% return on the advertising dollar, we depend on their enthusiasm and their participation by educating the customer in the use of the promotional material we provide. We do our best to make sure our salesmen feel that they are a part of the advertising program, providing ideas, suggestions, and basic field data that will help us help them.

**Q** How do you evaluate the importance of the trade press to readers?

**A** It is probably the best source of tailored information available. We know that our customers read the trade press to keep informed on everything from



*"We know that our customers read the trade press to keep informed on everything from general trends to the most advanced techniques of operation."*

general trends to the most advanced techniques of operation. In an industry where things are changing as quickly as in the oil industry, for example, most responsible people consider reading the trade press an indispensable job.

**Q** And what about its value to the advertiser?

**A** In many industrial markets, the trade press affords the best advertising oppor-

tunity for reaching desired buying influences at low cost. When the trade press measures up to its responsibility of sound editorial policy and readable placement of advertising, there is little room for doubt as to the over-all benefit to the advertiser.

**Q** What are your views on how the trade press is meeting its responsibility to readers and advertisers?

**A** As an educational force it seems to be doing an excellent job meeting the many challenges presented by the continuing advances of modern industry, both from a technological and a broad general trends standpoint. It will be required to do an even better job in the years ahead, and most publications, I feel, will do it.

**Q** How useful are trade and industrial magazines as a means of creating a desired corporate personality?

**A** We at BS&B consider image building very important and we are using the trade press increasingly with this in mind. Straight product advertising, while of major importance, is only one means toward an end. A strong corporate identity can be achieved from properly developed trade ads. The old idea that trade ads must be all nuts and bolts is a thing of the past.

Trade and industrial magazines are the all-important link between you and the buying influences you want to reach. They provide the means for reaching your customers and prospects on common ground—at a time when they are most receptive to your sales messages. In this respect, they fill a role unduplicated by any other known selling force.

Chilton, one of the most diversified publishers of trade and industrial publications in the country—has the resources and experience needed to make each of 16 magazines outstanding in its field. Each covers its particular field with an editorial excellence and strict control of circulation that assure confidence on the part of both readers and advertisers. With such acceptance goes proportionate selling power.

# Chilton COMPANY

*Chestnut and 56th Streets • Philadelphia 39, Pennsylvania*

**Publisher of:** Department Store Economist • The Iron Age • Hardware Age • The Spectator • Automotive Industries • Boot and Shoe Recorder • Commercial Car Journal • Butane-Propane News • Electronic Industries • Jewelers' Circular-Keystone • Motor Age • Gas • Optical Journal & Review of Optometry • Hardware World • Distribution Age • Aircraft and Missiles Manufacturing • Business, Technical and Educational Books

# sales *Magic*

And it is magic backed by *fact*. This pioneer television station is foremost in viewer preference in Lancaster, Harrisburg, York, as well as in numerous other cities: Gettysburg, Hanover, Lebanon, Chambersburg, Carlisle, Lewistown, etc. Facts also prove that WGAL-TV's multi-city coverage costs you less than buying single-city coverage. Sales magic in your advertising is yours—on station WGAL-TV.

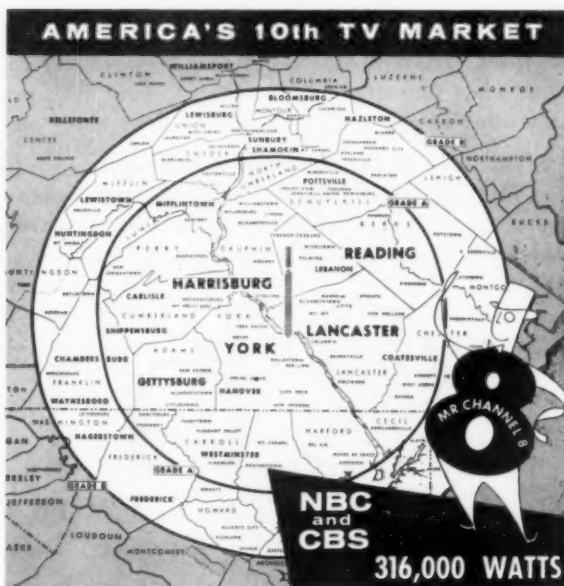
- 1,040,465 households
- 942,661 TV households
- 3,691,785 people
- \$3¼ billion annual retail sales
- \$6½ billion annual income

## WGAL-TV

**LANCASTER, PA.**

**NBC and CBS**

STEINMAN STATION • Clair McCollough, Pres.



Representative: The MEEKER Company, Inc. • New York • Chicago • Los Angeles • San Francisco

# SIGNIFICANT TRENDS

## Marketing News as Viewed by the Editors

### **BIG OPPORTUNITY FOR SMALL FIRMS!**

Quite a few of the nation's industrial giants have discovered in recent months that bigness can be a handicap as well as an advantage. They have seen comparatively insignificant competitors use their greater flexibility to steal customers away. They have come to realize that, despite having the upper hand in manufacturing, finance and distribution, they have no monopoly on persuasiveness, on sales ingenuity.

A surprising number of small companies have shown a gain during the difficult first half of the year, while their mammoth competitors—burdened with high overhead, low maneuverability—have sustained losses.

**A big factor**, in many of the cases, has been personal selling, an area in which the small concern need never take a back seat. The power of personal selling has been graphically demonstrated in the recent difficult period. It has spelled the difference between profit and loss in many, many cases. Personal selling can, and does, work miracles—even if in a subtle way. For example, try to recall the last time you bought insurance. Did you buy the company, the policy, or the salesman? Odds favor that you bought the salesman first, and didn't pay much attention to whether his firm was first or fiftieth in size. Somewhere in his sales presentation he convinced you that his company was reliable, his product good, and his personal service the kind that you wanted.

**The David and Goliath act** has been repeated many times in the field of advertising. Small-budget advertising has outpulled big-budget advertising. Small companies are finding that it frequently pays to advertise in direct competition with the "giants." Any ad agency, any advertising medium, can show you case after case where well-executed small-space advertising outpulled multi-page ads. It's brainpower, not just manpower or dollar-power, that makes sales.

**Despite the success of discount houses and their energetic arguments to the contrary, people like service more than ever!** It is up to you to convince them that they pay no penalty, no premium, for this service; that it is just part of your way of doing business. Find inexpensive ways to please your customers. Frequently, a little thoughtfulness goes further than a big discount; a friendly follow-up call can make more friends than a ten-year warranty.

Today, with so much sameness in products, so little variation in price, extra attention to the little intangibles in selling can pay big dividends. Out where we live there are a dozen gas stations within a mile. Any one of them can have the \$500 or more that we spend annually for gas, oil, antifreeze, tires and repairs, if the operator will promise to clean our windshield **every time** we spend money with him. Assuming it takes two minutes to clean a windshield, and assuming everyone else in our neighborhood feels as we do and spends \$10 a week on the car, a fulltime (40-hour) "windshield cleaning specialist" could, in effect, bring in some \$600,000 worth of business per year—at least until other gas station operators wise up.

**Promised service** can't hold a candle to delivered service. Prompt shipments are more appreciated than money-back guarantees. Courteous attention will be remembered long after the customer has forgotten that you were "founded in 1880" or that you have five manufacturing plants. A simple thank you, sincerely said, has more meaning to a customer than your annual report. An ad that talks benefits beats one that talks business. Dependability is more important than a "Big Board" listing.

No firm, big or small, ever made progress by simply **selling** customers. The object of the game is to **please** customers. It is in this area that opportunity for the small firm is ever present. **A small firm with happy customers is the only kind that can grow to giant size.**

(continued on page 20)

Sell like '60 in 1959!

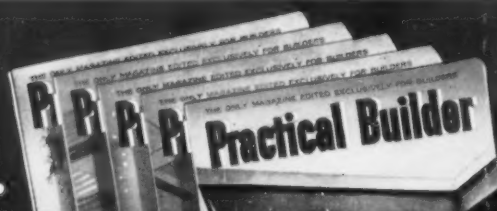
In the light construction field...

# the Builder is the Buyer!

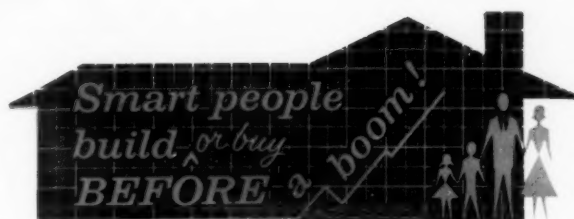
To sell any product, you have to reach the *buyer*. To sell building products, you have to reach the *builder*, for *he is the buyer*.\* It is he who decides on the type and brand for the majority of all products going into his jobs. And PRACTICAL BUILDER is the magazine that builders read and depend upon. In PRACTICAL BUILDER you reach MORE builder buying power... at the lowest cost.

\*Write for the John T. Fosdick Associates study on how building materials were purchased for 13,895 homes.

**PRACTICAL BUILDER  
PROVIDES HONEST  
INDUSTRY LEADERSHIP**







## *Reach the builder and sell like '60 in 1959!*

Builders prefer PRACTICAL BUILDER because it is edited exclusively for them . . . is continually alert to their needs. Right now, an exciting new PRACTICAL BUILDER selling theme is spurring home sales throughout the country. The light construction industry is solidly promoting the "Smart people build (or buy) BEFORE a boom!" campaign . . . convincing prospective home buyers that NOW is the time to build or buy. This action program will result in the building of 100,000 to 200,000 homes in 1959 that otherwise might not be started until 1960 or 1961.

**Ask your PRACTICAL BUILDER representative for market data, campaign materials and details on how you can benefit from this promotion most effectively.**

# Practical Builder

The only magazine edited exclusively for builders • 5 South Wabash Avenue, Chicago 3, Illinois  
Offices in New York, Cleveland, Miami, San Francisco, Portland, Los Angeles

## Significant Trends (continued)

**ECONOMISTS ALL!** Events of the past year have made us into a nation of "economic experts." Newspaper columnists, who last year couldn't distinguish between supply and demand, are confusingly discussing production indices, gross national product, and inventory adjustments. Businessmen, not to be outdone, sprinkle luncheon meetings with enough economic malapropisms to make old Adam Smith sorry he founded the science.

If it keeps up, textbooks will have to be rewritten to include the new economic language. For instance, last week we heard a speaker soberly announce, "We have reached the **peak** of the **slump!**"

With the hope that we may be helpful, we are reprinting here part of a tongue-in-cheek column from the "St. Louis Globe-Democrat." You may find it usable the next time you are asked to "expertize" on the economic situation:

"The Commerce Department reports that sales and income figures show an **easing up** of the rate at which business is **easing off**, which is taken as proof of the government's contention that there is a **slowing up of the slowdown**. In order to clarify the cautious terminology of the experts, it should be noted that a slowing up of the slowdown is not as good as an **upturning in the downturn**, but is a good deal better than either a **speedup of the slowdown** or a **deepening of the downturn**, and does suggest that the climate is about right for an **adjustment to the readjustment**.

"Turning to unemployment, we find a definite decrease in the rate of interest, which clearly shows that there is a **letting up of the letdown**. Of course, if the **slowdown should speed up**, the decrease in the rate of **increase** of unemployment would turn into an **increase** in the rate of **decrease** of unemployment. In other words, the **deceleration would be accelerated**. But the indicators suggest rather a levelling off, followed by a gentle pickup, than a faster pickup, a **slowdown of the pickup** and finally a levelling off again of the pickup. At any rate, the climate is right for a pickup this season, especially if you are driving a convertible."

**NEW DIRECTION FOR DIRECT MAIL!** Curtin & Pease, Inc., Toledo, Ohio, "lettershop," is embarking on a bold program designed to win advertiser and agency respect for the creative job that some lettershops can do. To set the "professional" houses apart from their "straight production" brothers, C & P is franchising a network of shops (eventually in 150 cities) which will be able to do a responsible, creative job of preparing complete mail campaigns. Shops under the franchise will be known as DMCP associates—the initials standing for Direct Mail, Creation, Production.

Ten big lettershops in 10 big cities have already signed up. C & P limits association to one shop per metropolitan area. The sponsors are well aware of the timeliness of the move. With new hikes in postal rates, the value of "direct mail experts" is considerably increased. Specifically, if a professionally executed mail campaign brings in just a fraction of one percent greater return, it can more than offset the cost of the postage hike.

Direct mail is, of course, a widely used advertising medium. But, at best, it has been a "poor relation" to its more sophisticated print and broadcast kin. Under the DMCP franchise set-up, it is said, direct mail advertisers will benefit from the counsel and creativity of a national agency, while enjoying the production benefits of dealing locally.

The Toledo house is now in the process of telling advertisers about this national-yet-local service. How? Through ads in business magazines and, naturally, direct mail!

### Interesting, if not Significant . . .

**Boom!** American industry consumes more than a billion pounds of explosives annually . . . Twice as many **house trailers** were produced in 1957 as in 1954. In fact, mobile living is growing so fast that currently 1 home out of every 8 sold has wheels! . . . The ladies who sew at home spend an estimated \$850 million annually on **sewing needs**—\$500 million of this for fabrics alone . . . While U.S. population has grown 30% since 1939, **packaging** consumed per person has increased over 80% . . .

# IS AUTOMATIC LAUNDRY EQUIPMENT CURING "WASHDAY BLUES"?

As automation in the home accelerates, it becomes increasingly important to know what women look for and find wanting in the equipment they have. An April, 1958 home laundry survey (conducted among McCall's readers) provides this kind of information. It typifies McCall's continuing efforts to probe consumer attitudes—not only as a guide to editors, but also as a source of realistic data for both manufacturers and retailers.



## DO YOU DO YOUR OWN LAUNDRY AT HOME?

YES: 94%

NO: 6%

## DO YOU OWN AN AUTOMATIC WASHER OR COMBINATION WASHER-DRYER?

YES: 63%

NO: 37%

(Have non-automatic washer 28%)  
(Laundry, Laundromat, Washtub 9%)

## IF YOU OWN AN AUTOMATIC WASHER OR COMBINATION WASHER-DRYER, ARE YOU SATISFIED WITH ITS OPERATION?

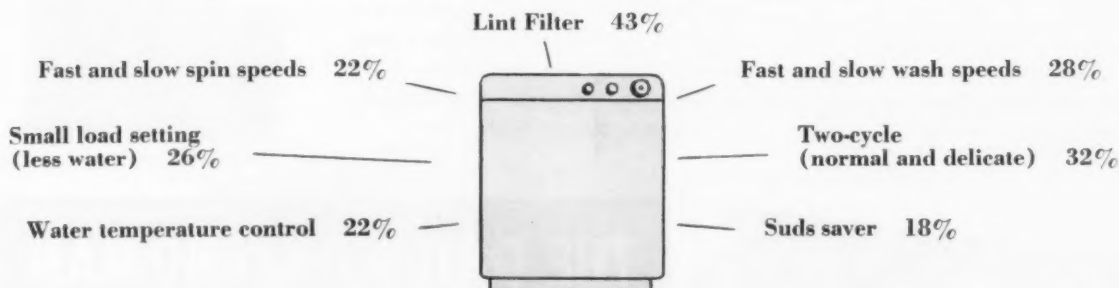
YES: 76%

NO: 24%

## IF "NO", WHAT IS YOUR GREATEST PROBLEM?\*

Lacks modern features	39%	Uses too much hot water	14%
Too many repairs	31%	Difficult to clean filter	8%
Clothes not clean enough	28%	Too much lint	8%

## WHAT FEATURES WOULD YOU LIKE TO HAVE IN YOUR NEXT WASHER?\*



\*Percentages total more than 100, because of multiple answers.

For further details on this survey, including data on dryers and ironers, contact your McCall's representative or write to Dept. AP, McCall's 230 Park Avenue, New York 17, N. Y.

© 1958 McCall Corp.

a Marketing Service from

**McCall's**

the magazine of Togetherness

**grow with OKLAHOMA!**



## **\$24,000,000 for air facilities to grow with Oklahoma!**

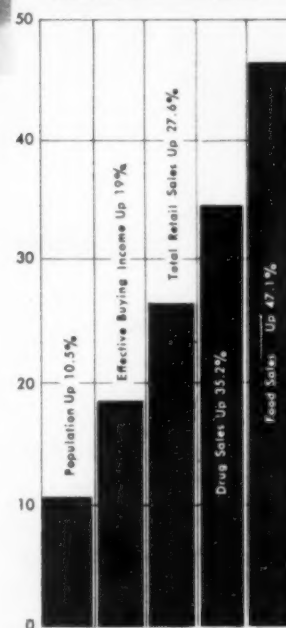
Oklahoma City's Will Rogers field is expanding, \$24,000,000 worth. About \$14,000,000 is the value of the Civil Aeronautics Authority's new "University of the Air" which administers the government's program of air safety and air traffic control and gives technical instruction to civil aviation administrators from all over the world.

Another \$10,000,000 is for expansion of municipal facilities—runways, hangars and other facilities.

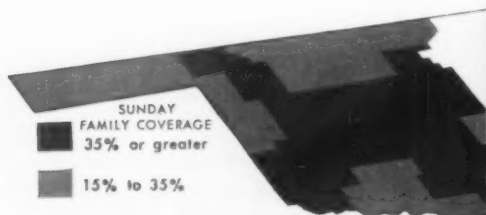
This civil aviation investment is another evidence of growth in capital investment in Oklahoma that foretells even more growth of population and annual payrolls.

The Oklahoman and Times give advertisers unequalled coverage of this growing market. Are you getting your share? Schedule your advertising in the Oklahoman and Times to achieve the best sales results in Oklahoma!

**OKLAHOMA CITY  
METROPOLITAN AREA**



Source: 1958 and 1955 Survey of Buying Power



Published by The Oklahoma Publishing Co.  
Represented by The Katz Agency

**THE DAILY OKLAHOMAN**

**OKLAHOMA CITY TIMES**



# A robust market

**FOR  
BUSINESS  
RIGHT NOW**

**—and in  
1959**

Aggressive sales executives are not sitting back waiting for the economic curve to move on to new heights. Instead they are putting their sales efforts into the markets that have held up under 1958 conditions and show promise of equally robust activity in '59.

One such market is the industry that produces paper and paperboard. So far in 1958 mills are producing 95.5% of the tonnage turned out in the same months last year. Naturally, purchases of materials and supplies are correspondingly good.

The long-term outlook is for a 40% increase in paper consumption over the next seven years.

Production, maintenance, engineering and management men in this industry read PAPER TRADE JOURNAL each week for industry news, trends, and production ideas. Consistently they vote PAPER TRADE JOURNAL the "most useful" paper. They pay more for it, renew subscriptions at the highest level in the field.

Advertisers, too, put PAPER TRADE JOURNAL first by a wide margin.

This is a market well worth cultivating intensively—right now and in 1959. Let us know if you are interested in seeing market studies on selected types of products used in pulp and paper mills.



## Paper Trade Journal

49 West 45th Street, New York 36, New York

*"the most useful paper"*

PITTSBURGH • CHICAGO • DENVER • LOS ANGELES • DALLAS • MIAMI  
HOUSTON • SAN FRANCISCO • SEATTLE





## SAVE YOUR FEET! USE YOUR PHONE

### Long Distance is a low-cost way to boost your sales

Long Distance telephoning can help you cover your sales territory more often, provides you with more productive selling time.

Phone ahead for appointments. Your customers and prospects will like it, and your salesmen won't waste hours in outer offices.

Phone customers regularly between sales visits. You'll be Johnny-on-the-spot and get their business when they're ready to reorder.

#### YOU SAVE MONEY WHEN YOU CALL STATION-TO-STATION instead of Person-to-Person

*Here are some examples:*

	Day Rates (first 3 minutes) Person-to- Person	Station-to- Station	Each Added Minute (applies to all calls)
Charleston, W.Va., to Pittsburgh	\$1.00	70¢	20¢
Milwaukee to Minneapolis	\$1.40	\$1.00	25¢
Newark, N.J., to Cleveland	\$1.55	\$1.10	30¢
Boston to Chicago	\$2.25	\$1.60	45¢
Seattle to Washington, D.C.	\$3.50	\$2.50	65¢

*Add 10% federal tax.*

## BELL TELEPHONE SYSTEM

*Long Distance pays off! Use it now...for all it's worth!*



## LETTERS TO THE EDITORS

### astute selection

EDITOR, SALES MANAGEMENT:

I have just read the article, "These Are the 7 Essentials for Effective Sales Promotion," by William Kelly of Sinclair, which appeared in your August 1 issue [p. 33]. Mr. Kelly is to be complimented on a job well done, and you and your staff for an astute selection of material.

It is certainly refreshing to read an article that seems to grasp the entire promotional problem. All too often articles on this subject have a sameness and a stereotyped approach to sales promotion. However, Mr. Kelly's treatment brings to light the real essentials that we face every day.

Keep these articles coming!

Chris. W. Carriuolo

National Sales Promotion Manager  
Four Roses Distillers Co.  
New York, N. Y.

### brands, the pioneers

EDITOR, SALES MANAGEMENT:

Two comments on the "Buying Offices" portion of your July 4 article on "Private vs. National Brands" [p. 81]: Mr. Sprung and/or SALES MANAGEMENT is rather off the track when he talks about a "MacGregor" sport shirt. The sound is the same but the spelling is different and the companies completely different. "MacGregor" is a division of Brunswick-Balke—makes sport equipment only. McGregor is the apparel manufacturer, headquartered in New York. "Mac" is in Cincinnati.

Secondly, the great brands in any field are the only reason for the "Sprungs" to exist. The brands have blazed the trail, have pioneered, researched and developed and exploited markets for Mr. Sprung to feed on as a parasite.

I'll leave it for an economist or an advertising man to refute Mr. Sprung's naive remark that "the consumer knows that a \$5.95 McGregor shirt is worth only \$4.95 or \$3.95 and the rest is for advertising."

In the last analysis the consumer is the judge and in any analysis, save price, the national brands have it over the private like a tent—style, quality, fashion. One can make a product for less and sell it for less. We have no quarrel with that. They know what it is worth.

If the "Sprungs" of industry were responsible for upgrading people's

tastes and habits, we would still be using wooden wagons and dressing in burlap.

F. J. Hammond

Midwest Regional Sales Manager  
McGregor-Doniger, Inc.  
Chicago, Ill.

### garden product

EDITOR, SALES MANAGEMENT:

Our people are very much impressed with the fine job you did on the garden product marketing article in your July 4 issue ["You May Not Sell a Poison . . ." p. 54]. You covered a difficult and complicated subject very thoroughly.

We would like to distribute copies of the magazine or the article itself to our salesmen in the field . . .

George H. Soule

Public Relations Dept.  
E. I. du Pont de Nemours & Co.  
Wilmington, Del.

### they make it cold, too

EDITOR, SALES MANAGEMENT:

Thank you for your letter of July 30 in response to our complaint that our Mark IV Division was completely overlooked in connection with your article, "Baby, It's Cold Inside!" [July 18, p. 82].

The fact that your Mr. Woodward used *Air Conditioning & Refrigeration News* as his statistical source makes the omission especially difficult to understand since their figures placed the John E. Mitchell Co. first among all the independent manufacturers in 1956 and second in 1957.

Donald F. Mitchell

John E. Mitchell Co., Inc.  
Dallas, Tex.

► Mr. Mitchell has a justifiable kick. His company was, indeed, No. 1 in independent manufacturers' sales for 1956. It sold, that year, 17,000 of its auto air conditioners. In 1957 the company's sales dropped to 15,700, according to *Air Conditioning & Refrigeration News*. Through an oversight, we failed to mention the John E. Mitchell Co. in our article. Our apologies to Mr. Mitchell.

### "burnt thumb" market

EDITOR, SALES MANAGEMENT:

I just wanted to congratulate you on your perfectly splendid article en-

# It's 2 to 1

in fast-service  
eating places,  
twice-the-turnover  
per seat means...

**MORE Meals**  
**MORE Sales**  
**MORE Profits**

**NO MATTER WHAT YOU CALL THEM**

Coffee Shops  
Confectionery Stores  
Counter Restaurants  
Department Stores  
Diners  
Drive-Ins  
Drug Stores  
Fountain Restaurants  
Industrial Cafeterias  
Luncheonettes  
Sandwich Shops  
Variety Stores

**NO MATTER WHERE YOU FIND THEM**

Airports  
Bus Terminals  
Railroad Stations  
Main Streets  
Main Highways  
In Industry

**THEY ALL HAVE**

**ONE THING IN COMMON—**

**FAST SERVICE**

To effectively reach this  
specialized market specify  
**FAST FOOD**

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# FAST FOOD

magazine

**386 FOURTH AVE.  
NEW YORK 16, N. Y.**

BILL BROTHERS  
**B**  
PUBLICATIONS

How to get more business right now:

**"Go ahead!  
Cut the  
purchasing agent  
off the schedule...  
your competitors  
will love it!"**

**And they would, too.**

**Ask your own salesmen!**

It's the purchasing agent who, particularly in today's tight economy, decides what share of the orders you get... *if any at all!* And he selects the supplier in three out of four cases.

Modern purchasing is complex. Today's purchasing agent is concerned with the science of purchasing... new procedures, methods, techniques. That's why the modern purchasing agent reads the editorial and advertising pages of **PURCHASING Magazine** for the very latest in news and methods information.

Prove it to yourself. Ask your customers and prospects. See our new slide film, "You and the Purchasing Revolution."

**PURCHASING** *Magazine* 

A CONOVER-MAST PUBLICATION

*the methods and news magazine for industrial buyers*  
205 East 42nd Street, New York 17, New York

In every independent readership survey we've seen (29 to date) **PURCHASING Magazine** is given far and away top ranking by purchasing men.





## LETTERS

titled, "Selling the Burnt Thumb Market" [July 18, p. 38].

You have certainly highlighted a tremendously important and rapidly growing area in the food field in this extremely well done piece.

Jay S. Riddle  
Manager, Grocery Products  
Marketing  
The Saturday Evening Post  
The Curtis Publishing Co.  
Philadelphia, Pa.

### keep it cool

EDITOR, SALES MANAGEMENT:

The concern of Mr. H. F. Herrmann [Letters to the Editor, SM, July 4, p. 25] about color retention in wash-'n-wear apparel might have been allayed if your article, "Wash-'n-Wear: It's Red Hot News" [May 16, p. 40], had gone deeper into explaining the thermoplastic characteristics of most modern fibers and the necessity for cold water wash and rinse, not only to prevent wrinkling but also for color retention.

In its pioneering of cold water wash and rinse for modern fabrics since 1956, Maytag has discovered that color retention of even vat-dyed garments is demonstrably superior in cold water wash.

As is the case with many persons today, Mr. Herrmann is misinformed when he says wash-'n-wear apparel must be washed regularly in hot suds. It is not only unnecessary because of the smooth fibers in man-made fabrics, but is the worst possible treatment you could give them. Hot water will set washing wrinkles that are almost impossible to remove in later ironing.

Naturally, color fastness is an important point for housewives purchasing wash-'n-wear garments. And it is one of those nice coincidences that the best way to launder such garments for prevention of washing wrinkles is also the best way to retain color.

Robert J. Hoover  
Manager, Public Information  
The Maytag Co.  
Newton, Iowa

### we'd be missed

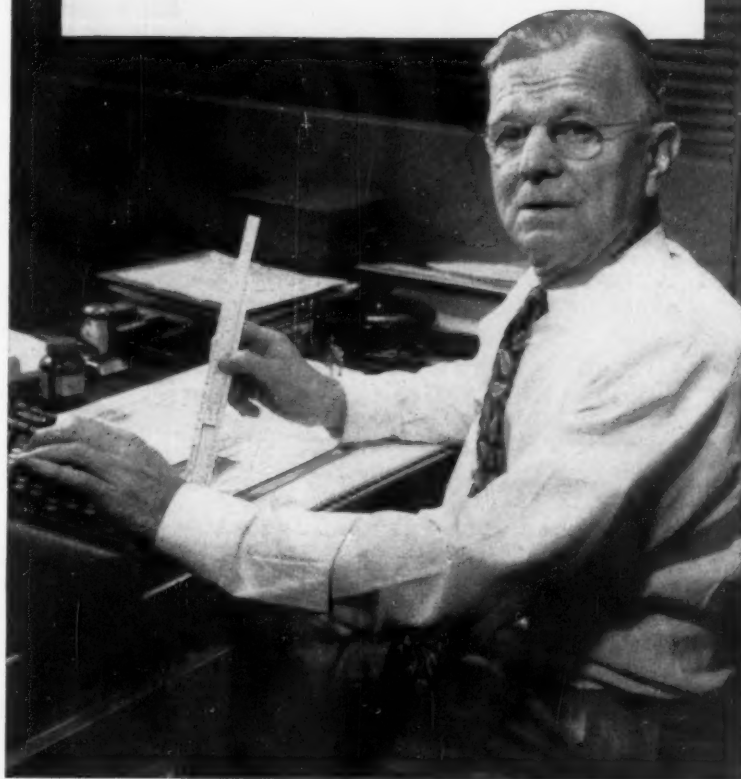
EDITOR, SALES MANAGEMENT:

Your magazine, in my opinion, is head and shoulders above anything in its field or any other, for that matter. I have gotten many ideas from it . . . would feel a real loss were it no longer available to me.

Paul G. Feld  
Sales Manager  
Handy & Harman  
New York, N. Y.

SEPTEMBER 5, 1958

## A Mayflower Move Is a Good Move!

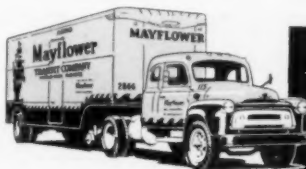


Whether you're moving one of your company's research experts, a salesman, an engineer or a top executive, "a Mayflower Move is a good Move!" That's what scores of Mayflower customers tell us every day.

One satisfied shipper, for example, after a move from Boulder, Colorado to Wichita, Kansas, wrote us:

*"It would be impossible to improve upon the service we received. I appreciated, especially, the personal interest the van operator displayed in each article moved."*

Next time you have company personnel to move, make a good move. Call Mayflower!



**AERO  
Mayflower**  
WORLD-WIDE MOVERS

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS

Are most of your potential customers today

cautious

choosy

deliberate buyers?

If so, it's values they're waiting for.

VALUES, not just low prices.

... and "Ditch-Digging" Advertising sells by helping buyers see those values.

"Ditch-Digging" Advertising is based on helping customers and prospects understand what a product can do for them, rather than on bludgeoning them with "sales arguments" or seducing them with "psychological nuances."

To do that in a way that will interest prospects and move them a step closer to a purchase, you must first find out for sure what viewpoints, prejudices, and confusions cloak your product in their minds...today;

... not yesterday, when they were being sweet to you in the hope of getting larger allocations and quicker deliveries ...

TODAY, when a clear-eyed, fresh, objective look at your customers and prospects stands a good chance of revealing either obstacles to the purchase of your product or sound new sales approaches.

Now you're set for the  
"Ditch-Digging" Advertising

Once you know where to aim and what

to say, you put your "ditch-digging" crew to work figuring out how to say what needs saying and how often to say it to improve the viewpoints and reduce the prejudices and confusions that stand in the way of sales.

THEN, the "ditch-diggers" work out with you the best kit of tools for your particular purpose--booklets, magazine advertising, direct mail, or whatever other mechanical means of imparting ideas and information fits your case.

The reason for all this is to saddle your advertising with as much of the telling in selling as it can carry, thus freeing your salesmen for the most productive use of their costly time ... closing sales.

This agency is equipped to work with any Sales Executive who wants to do a hard-selling job with dispatch and economy. We can get going fast - and with the least possible drain on your time. If you'd like to discuss how "Ditch-Digging" Advertising works to boost sales for any product that's worth its price, just let us know where and when.

**THE SCHUYLER HOPPER COMPANY**

12 East 41st Street, New York 17, N. Y. • LExington 2-3135

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

# What do you want when you advertise to industry...

hypothetical "groups" with  
theoretical "buying power"?



or men with known function and known buying power!

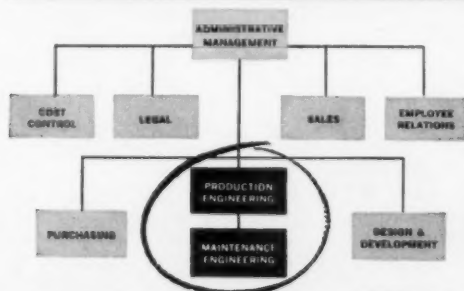
We keep hearing about vague "groups" that are supposed to be important influences in the purchase of a product. It gets pretty confusing at times. But MILL & FACTORY gets to readers with *known* functions—men in charge of production and maintenance engineering who are identified as such by the salesmen who sell them the machines, equipment and supplies *used* in production and maintenance engineering.

It's as simple as that. And *editorially*, MILL & FACTORY supplies an information service to these men that they can't get in any other single

publication. See for yourself—pick up a current copy of MILL & FACTORY—leaf through this down-to-earth, practical, how-to-do-it-*now* type of material. It's obviously designed to help the men directly responsible for production and maintenance engineering.



That it *does* help them is amply demonstrated through MILL & FACTORY's Reader Certification system, which requires that these men say they read it and want to continue reading it. Those who say "yes" average more than 90%. It is also reflected by MILL & FACTORY's leading position in manufacturers' readership studies.

That's pretty clear, isn't it—and a darn good reason why you should concentrate your basic schedule in MILL & FACTORY.



Mill & Factory is the only single publication edited 100% for the men known to be directly responsible for the methods, equipment and supplies used in Production and Maintenance

## **Mill & Factory**

A Conover-Mast Publication    
205 East 42nd Street, New York 17, New York

Serving the men responsible for production and maintenance engineering throughout industry—the men regardless of title your sales force must see to sell.





## ACB Reports help you avoid the "surprise element"

### Good News . . . Bad News . . . Both are Seen Quickly in ACB's Brand-&Retailer Advertising Reports

*The success or failure of most brands is largely determined by the sales efforts of the retail merchants in 1,393 cities.*

*Each of these 1,393 cities has one or more daily newspapers. In the advertising columns of these newspapers, retail merchants tell their trade which brands they carry and recommend for purchase.*

*It is this detailed information that ACB reports to you. You get day-by-day surveillance of your competitive retailer-&consumer front.*

Early warnings of danger or first signs of success are flashed you in ACB Reports. You can chart the progress of your brand. You can evaluate the effect as competitive brands shift sales and advertising strategy, or bring out new models or new products.

In these Reports one can see how the salesman of one territory compares with the salesman of another in retailer advertising support. The salesmen themselves find the Reports of great value as a "bird dog" on the

activities of their own and competitive merchants.

The use of ACB Reports closely coordinates advertising with sales. Advertising can be scheduled where most advantageous. Cut prices, premiums, copy claims and other competitive incentives are revealed.

You can order the Reports to cover all cities; or a single city if that is all you need. No long time contracts required—stop at the end of any month of service. Charges are based on the number of ads used in the Report.

For further information, ask for catalog covering 14 ACB Services, or consult nearest ACB office.



### The ADVERTISING CHECKING BUREAU, INC.

New York (16) 79 Madison Ave. • Chicago (3) 18 S. Michigan Ave.  
Columbus (15) 20 South Third St. • Memphis (3) 161 Jefferson Ave.  
San Francisco (5) 51 First St.

ACB READS EVERY ADVERTISEMENT IN EVERY DAILY NEWSPAPER





Big new lakes in Market Dallas foster a booming new outdoor water sports industry!

## Dallas "WATERPROOFS" its Future!

### HIGHLIGHTS OF DALLAS' ECONOMY:

- Farmers in Market Dallas are having their best year! Huge wheat and oat crops are already harvested! There's a bumper crop of maize! Livestock and pastures are in top condition! Cotton Prospects are excellent!
- Bank deposits, at \$2,156,291,804, are up 17.6%! Resources are up 14.8% to \$2,441,793,646!
- Employment is higher than last year!
- Department store sales are ahead of 1957!
- Postal receipts are up 8.2% over June, 1957!
- Building permits, up 9.5% in June, are 8% ahead of the first six months of 1957!
- Consumption of electricity is up 29.4% over June last year!

Now with abundant water, Dallas is entering an era of unprecedented growth and prosperity! Dallas' lakes, including three new reservoirs, are filled to the brim! There's enough water on hand to last Dallas for the next ten years . . . and there's more to come: six new dam sites are on the board or under construction. More attractive to industry than ever before, prosperous Dallas is now better prepared for expansion than any other city in the nation!

To share in Dallas' prosperity, advertise in The Dallas Morning News . . . the only newspaper that delivers Dallas *plus* the larger Market Dallas that contributes over a fourth of metropolitan Dallas' retail sales!

# THE DALLAS MORNING NEWS

Member, Metro Sunday Comics Network

TEXAS' GREATEST NEWSPAPER • CIRCULATION: 207,742 families daily, 216,927 Sunday  
(Publisher's Statement, Mar. 31, 1958)

CRESMER & WOODWARD, INC. National Representative  
New York • Chicago • Detroit • Atlanta • Los Angeles • San Francisco



*This microphone is a unifying force for 312,830 Carolina families who listen weekly during daytime to one of America's all-time great stations. WBT families constitute the nation's 24th largest radio market — make a WBT buy your 24th step to national radio coverage.*

## So Advertising Won't Produce Sales!

Three years ago Mueller Climatrol's test dealer was skeptical. But the supplier did not merely exhort the dealer to try more advertising—it gave him a plan, and shared the risk. The plan came in handy during a recession year.

"We at Mueller Climatrol believe we are on our way out of the recession."

So declares Don Davidson, manager of marketing. His optimism is supported by the firm's report of an upturn in business in March and a 10.5% increase this June over last.

Mueller Climatrol, Milwaukee, is a Division of Worthington Corp., Harrison, N. J.

Says Davidson:

"We slumped, with the building industry, 16 months ahead of the rest of the country. Our firm's business went like a house afire the first six months of 1956. Then we started to dip, and had to fight to keep up for the rest of the year. In 1957 we hit the bottom, but we're coming back now."

How is Mueller doing it?

"General business conditions are helping," Davidson says. "So are our own efforts, which have not only increased our business, but have buoyed spirits here. Morale—and business—take a nosedive when you sit at your desk doing nothing."

Davidson, former field sales manager, who in April was made manager of marketing, outlined three factors underlying Mueller Division's climb to recovery:

1. Greater sales promotion and advertising — from home office to dealer account.
2. Concentration on highest potential market through the "target city" program.
3. Helping dealer accounts work with the firm by:

- a. upgrading them through a quality franchising program [See SALES MANAGEMENT, Dec. 7, 1956, "Upgrading of Dealers Pays Off for Mueller"];
- b. supporting them with promotion and advertising ideas and making funds available for a "Clima-test" program;
- c. giving them a voice in the firm's engineering, sales and marketing policies through a "Dealer Council" which meets twice a year to discuss problems about the products and to advise the company about promotion and policies needed in the field.

After the slowdown hit Mueller Division and others allied with the building industry, Davidson and H. P. Mueller, Jr., then vice-president in charge of sales and now executive vice-president, pulled hard at the company's own bootstraps to put its business on the incline once more. They're still pulling.

### 10 Target Cities

One "bootstrap" is the advertising and promotion (Clima-Test) campaign now being waged in 10 "target cities": Janesville, Wis.; Alexandria, Va.; Albany, N.Y.; Saginaw, Mich.; Wisconsin Rapids, Wis.; Kansas City, Mo.; Nashville, Tenn.; Columbus, Ohio; La Crosse, Wis.; and Buffalo, N.Y.

The campaign was patterned after a highly successful one in Terre Haute, Ind., where a test dealer, Walt Stevenson, increased his business for three consecutive years.

Another "bootstrap" is the attempt to upgrade dealers and streamline Mueller promotional plans through "Dealer Councils."

What was this "Terre Haute Story"—the ammunition that Mueller Division found useful on the firing line against recession?

It began four years ago when Mueller executives studied the advisability of increasing advertising. Frank J. Nunlist (then executive vice-president of Mueller and since April a vice-president of the parent Worthington Corp.) put the problem this way:

"Certainly advertising pays off in the cigaret and automobile industries, but what is its value in the furnace industry?"

The Mueller Division proceeded to find out, through a quasi-scientific experiment with Terre Haute, Ind., as its test city and Stevenson, president of Hoosier Heating, Inc. (now A/C Co.) as its test dealer.

In 1954 Stevenson's sales totaled about \$90,000; his advertising expenditure ran about 1.3% of sales, or \$1,455—most of it for space in the local newspapers.

Stevenson gasped when Mueller executives proposed that he spend \$5,000 for advertising in 1955. But when Mueller promised to underwrite any part of this amount that exceeded 2% of his sales, and offered to cooperate further by allowing him 1% of his sales, he agreed.

His sales DID increase—to \$204,000—and his profits increased 40%. He put on more salesmen and bought more trucks. In 1956, again with help from Mueller Division, his sales volume went to \$275,000 — an in-

## So Advertising Won't Produce Sales!

(Continued)

crease of 35%. He had an increased acceptance, and his first year's advertising and promotional program began to bear additional fruit. Word-of-mouth advertising by some of his satisfied customers helped, too.

In 1957 he ran at least 15% ahead of the previous year. He increased his air cooling business, acquired more office space on the second floor of his building, and increased his warehouse space. He uses a telephone answering service to handle calls around the clock. For the first six months of 1958 his purchases from Mueller Division were 16% above 1957.

Stevenson's success cannot be attributed to competitors' default. When the campaign began he had 22 leading competitors—about average for a community of that size. He still

**"Stevenson's success cannot be attributed to competitors' default. When the campaign began he had 22 leading competitors—about average for a community that size. He still has 22 competitors, all going strong."**

has 22 competitors, all going strong. They, too, increased their newspaper advertising lineage for heating and air conditioning equipment in 1956. One went as much as 70% higher.

Out of the "Terre Haute Story" came recommendations which Mueller Division made to its other dealer accounts and embodied in the "Target City" program:

1. Establishment of sales goals and some kind of plan for each at the beginning of the sales year. The plans were to be worked consistently and continually throughout the year.

2. Examination of markets and how to approach them.

3. Establishment for each of a sales and promotion budget commensurate with sales, at about 2½%.

4. Hiring of at least one independent salesman.

Comment by Mueller Division: "The boss, the manager, the dealer-owner is not only the salesman, but he is also the personnel manager, financial adviser, technical consultant, artisan, foreman, and a lot of

**"Salesmen are a very important part . . . Advertising never closed a sale. All it does is create climate."**

other things. He hasn't the time to devote to professional selling . . . Salesmen are a very important part of this enterprise. . . . Advertising never closed a sale. All it does is create climate."

5. Service to the public — the kind it has a right to expect. "That means doing an honest job, a competent job and a profitable job."

6. Cooperative action with other dealers in their communities to develop the latent market.

Early in 1956, when business for Mueller Division was still going strong, the firm envisioned a "Terre Haute success story" for each of its

Mueller Division executives, who also had respect for the older salesmen, knew they would have to do some missionary work before they could carry out their recommendations.

They began to have a measure of success with the enfranchisement program once they convinced their sales representatives that changing conditions of the heating industry demanded it.

They initiated a contest to establish a series of "pilot cities" in which to run test campaigns. Mueller salesmen were cool to this program, too, at first. "Sure, this thing will work in Terre Haute," one representative commented, "but that doesn't mean it will click in my territory." The campaign was only 30% successful, Davidson says.

Mueller executives tried again.

"Good management is the scientific neglect of the right things," said Davidson, echoing the theme of a Milwaukee management seminar, and built the second campaign around "scientific neglect" of the territories with the least potential.

Davidson told the field sales representatives:

"In your district there are certain areas or cities that definitely have the greatest potential for business. Those cities, since they are the centers of your greatest potential, require the lion's share of your time and energy."

He insisted that the men get "full-line coverage and key-dealer representation" in those areas.

"We well realize the value of dealers you have in the smaller towns," he said. "They are important to you and to us; however, those dealers, for you to be successful, must assume their proper place in your workload. If they represent a fraction of your potential sales, then that is what you should spend to secure their business

(Continued on page 112)

**"He recommended using elderly men of good health and appearance, with supplementary income and low domestic overhead. They might be retired employees of railroads, utilities or industry."**



## Can You Prove Sales Power of Advertising?

"Certainly advertising pays off in the cigarette and automobile industries. But what is its value in the furnace industry? How much should be done, how should it be done, and what should be the appeals that are used in this advertising? How long should you keep it up, and what relation should this bear to other functions of a business? And what is the point of most profitable return between such expenditures and other expenses in an already high-cost low-profit competitive industry?"

—Frank J. Nunlist, former executive vice-president of Mueller Climatrol, now a vice-president of Worthington Corp., of which Mueller is a Division.

### Mueller Climatrol Picks Test City

1. Terre Haute, Ind., has 100,000 people in its trading area. It is small enough for sampling of the market to determine effects of promotional efforts and large enough to have its own newspapers (Terre Haute Tribune and Terre Haute Star), radio stations (WBOW and WMFT) and television station (WTHI-TV).

2. It is outside the shadow of any metropolitan trading area.

3. It lies between 38 and 40 degrees latitude—an explorable market for both heating and cooling.

4. It is neither a depressed area nor boom town.

5. It does not depend on the boom or bust of any one business or industry.

6. Its politics are free from strong influences which could effect issuance of permits or licenses.

### How Test Dealer Was Chosen

1. Walt Stevenson's Hoosier Heating and Sheet Metal Co., as it was known then, has experienced, competent journeymen, a well-trained service department, sufficient space to handle calls and provide service, and an adequately equipped shop.

2. Other than Stevenson himself, there was only one full-time salesman.

3. He handled a full line of Mueller products.

4. He had adequate financing and good banking connections, and was willing to open his books for Mueller Climatrol to see the results.

5. He agreed to undertake the test program for at least one year.

### Mueller's Proposal

Stevenson's advertising in 1954 totalled \$1,455, or 1.3% of his sales, which amounted to about \$90,000. Mueller Division proposed he spend \$5,000 for advertising in 1955 and offered to underwrite any part of the amount over 2% of his sales. It would further co-operate by allowing him 1% of his sales.

### Stevenson's 1955 Ad Program

He spent all but \$10 of the \$5,000 in a campaign carefully worked out with Mueller's advertising department. Backbone of the campaign was a local newspaper program with two-column displays appearing at least once a week for 40 weeks in both

morning and evening papers. Occasionally he ran special ads—a full page at spring clean-up time, when the cooling season started and again, with the first severely cold day of the year. Occasionally he took a full page to tie in with some civic event.

He also took five minute daily radio broadcasts and 7 a.m. news casts, daily except Sunday. He took the daily 10 p.m. television weather spot. He exhibited at the County Fair and had a color film trailer shown at the drive-in theater twice every night for 32 weeks.

He spent 11.6% of his budget in the first quarter, 37% in the second quarter, 34% in the third quarter and 17% in the fourth quarter. The money was spent throughout the year, most of it during the period when people, reacting to the weather, were ready to buy.

His advertising stressed:

1. The dealer's reliability, experience and competence.

2. Benefits of comfort, safety and healthful living in both summer and winter.

3 Skill, training and experience of the Mueller organization.

4. Round-the-clock service and quick and competent response to a customer's inquiry.

5. Availability of time payments.

Never in the campaign did the advertising either state or imply that lower prices were available.

The Mueller firm commented in its report:

"The consumer is concerned with the fact that there is a fellow down here on Main St. who can take care of his needs tomorrow morning and who can be on the job within a couple of hours..."

### The Check-Up

Mueller surveyed a cross section of the population, learned what newspapers people read, whether they rode street cars to work, and whether they had been pre-conditioned to buy the Mueller furnace. Mueller found that neither the name of dealer nor its own brand name was well-known. The community had not undergone major expansion; there was no boom, no inflation. Heating business had advanced about 10% in the area. The city was classified by the U. S. Department of Labor as one in which job seekers exceeded the number of available jobs.

### STEVENSON'S COMPARATIVE SALES FOR 1954 AND 1955

Advertising expenditure for 1954 .....	\$ 1,455
for 1955 .....	\$ 4,990
Total sales for 1954 .....	\$ 90,000
for 1955 .....	\$204,000
Increase in profits for 1955 .....	40%
Increase in sales for 1955 .....	170%

His percentage of sales increase exceeded his profit increase not because he cut prices, but because he had to add more trucks and salesmen and carry a larger inventory, which required more bank financing at greater interest.



## Has Aluminum, Will Travel—Light

Derek Richardson is a tall (6'2"), lean man who planned to be a teacher but instead became a salesman. Richardson—whose name and college (he is an alumnus of Cambridge University) sometimes lead people to think he's English—recently became v-p of aluminum sales, Metals Division, Olin Mathieson Chemical Corp. He's been with the company almost since he began his work career in 1939. After deciding against teaching he was about to accept a job in Morocco with a major U.S. petroleum company. The future Mrs. R., however, put her foot down on housekeeping in Africa. "That settled it," says Mr. R. He joined Mathieson Alkali Works (predecessor of Mathieson Chemical Corp., New York City, that merged with Olin Industries to form one of the nation's most diversified industries.) His first job: sales trainee. He went on to become assistant sales manager and field sales manager. Prior to taking on his new job he had been sales manager, Industrial Chemicals Division. . . . Richardson is a product of two of the poshest institutions in the world (St. Pauls School, Concord, N. H., and Cambridge) but he's a simple, direct man who would like to sail with his three boys and two girls. He lives at Syosset, L. I. Since he's constantly traveling, he commutes only infrequently.

## No Fords in His Future

. . . but plenty—he hopes—of Mercuries, Edsels, Lincolns. For Chester E. Bowie is a kingpin in Ford Motor Company's recent—and major—realignment of the general sales office organization of the M-E-L Division. He's the new general sales manager. He has been, until recently, in the same spot for Lincoln and Mercury. The whole Ford organization is, of course, girding its loins for the sales battle that will take place when the '59 models appear. Edsel, particularly, with its unsuccessful first year, needed its valves ground. And Bowie is a good sales mechanic. He's a 29-year veteran in the automotive field. All of it with Ford and its various Divisions. After graduating from Drake University, Des Moines, in 1929, he went to work for the local Ford sales office. Starting as a clerk, he rose to sales manager there. Since then he's been assistant district manager at Des Moines, Midwest regional supervisor for Ford cars and trucks. And before his Lincoln post he had been Northeast regional sales manager. Says James J. Nance, v-p of Ford, in comment on the new sales set-up: "We're now organized to provide concentrated management attention to each of our five separate car lines while keeping the advantages and efficiencies of a single, top-level administration." Bowie's alma mater obviously thinks he's destined for bigger things: Earlier this year it honored him with its Distinguished Service Award for the job he's done in its behalf.



SALES MANAGEMENT

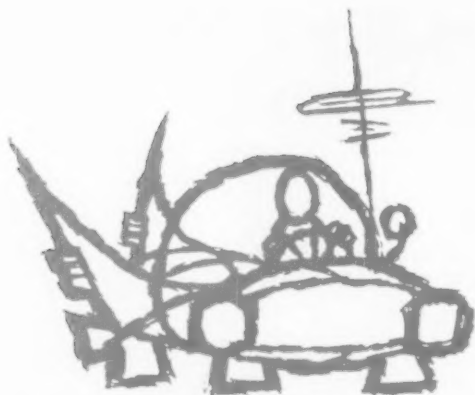
## THEY'RE IN THE NEWS

BY HARRY WOODWARD



### Enter the New Literary Hero: Could He Be You?

The literary boys have discovered a new peg on which to hang their fables of business chicanery, bed-hopping, and the other machinations popular authors seem to assume go with executive status. He's the marketing man. A fortnight ago Doubleday & Co. released "The Big Company Look," by J. Harvey Howells, a Scottish-born, TV playwright. And since you'll either hear much of or be reading the book, we give you fair warning. Howells' marketing man is more heel than hero: He climbs over all obstacles—from bed to board of directors—to get to the top of the marketing heap. No one knows just what constitutes a definition of marketing, *per se*. But everyone knows that the sales and marketing executive has assumed a constantly growing importance in our economy. Howells' view of his man and the business world in which he operates is only one side of a huge, dimly-lit picture. And you may have known a character like his Jackson Pollett. Obviously Howells has. (Doubleday guardedly says Howells formerly was "advertising manager of one of New York's biggest companies.") But like it or not, you'll have to get used to being the latest fictionalized man-about-town. The Man in the Gray Flannel Suit has been supplanted. In his place: the Marketing Man.



## Milage Costs up 5½%

It is time to review your payments to salesmen for operating their automobiles because in the past year:

- Cost of running a Chevy is up 5½%
- Cost of running a Pontiac is up 8%
- More salesmen want air conditioning

By **R. E. RUNZHEIMER**  
Runzheimer and Co.

Once again the cost of driving a sales car has risen. The percentage increase for 1958 is even larger than that reported in **SALES MANAGEMENT** last year. ["Auto Costs: Up This Year 4% to 7½%," April 19, 1957.]

Estimated increase over the year before is 5½% for drivers of 1958 Chevrolet six-cylinder Biscayne se-

dans. Operators of Pontiac Super Chief sedan find their ownership and operating expenses up almost 8%.

Steep increases in fixed costs for insurance, licensing, and depreciation must receive the major blame for this sizable jump. Figures are based on the 26 U.S. cost areas shown in the chart on the opposite page.

Last year it was shown that Chev-

rolet drivers who averaged 20,000 miles in the U.S. experienced a car expense of \$1521. The breakdown then was: insurance, \$188; license, \$18; depreciation, \$581; operating expense items for gasoline, oil, greasing, washing, repair maintenance and tires, \$734.

For the current year the total cost is expected to reach \$1604 comprised of the following: insurance, \$209; license, \$23; and, depreciation, \$638. It is interesting to note that operating expense items total \$734, the same figure estimated for last year's operation. You can see from the dollar amounts mentioned above that fixed costs rose approximately 11% for insurance, 28% for license, and 10% for depreciation. The total operating expenses remained static at \$734 because while tires rose slightly in cost, the price of regular grade gasoline throughout the country dropped approximately one cent per gallon. The Chevrolet was equipped again this year with options of radio and heater. Also included are the normal standard items of turn-indicators, five wheels, bumpers, guards, wipers, etc.

Looking at the Pontiac, back in 1957 total costs at 20,000 yearly miles ran \$1724, which was broken down to show: insurance, \$198; licensing, \$21; depreciation, \$721; and operating expenses, \$784.

This year costs will total \$1859 for a current model of the same description and annual mileage. More specifically it reads: insurance, \$220; license, \$27; depreciation, \$792; operating expenses, \$820.

Why did Pontiac operating expenses rise this year while Chevrolet's did not? As in the case of the Chevrolet, normal maintenance expenses re-

### If You Operate Chevys

This is why it costs 5½% more to operate a 1958 Chevrolet six-cylinder Biscayne four-door sedan with standard shift, and drive it 20,000 miles, than its equivalent in 1957:

	1958	1957
Insurance	\$209	\$188
License	23	18
Depreciation	638	581
Operating (gas, oil, greasing, washing, repair, tires, maintenance)	734	734
Total car expense	\$1,604	\$1,521

### If You Operate Pontiacs

This is why it costs 8% more to operate a 1958 Pontiac Super Chief eight-cylinder, four-door sedan equipped with Hydromatic, and drive it 20,000 miles, than its equivalent in 1957:

	1958	1957
Insurance	\$220	\$198
License	27	21
Depreciation	792	721
Operating (gas, oil, greasing, washing, repair, tires, maintenance)	820	784
Total car expense	\$1,859	\$1,724

### If You Drive More Than 18,000 Miles

Salesmen driving their Chevrolets in excess of 18,000 business miles per year, or 1,500 monthly, should receive additional adjustments on depreciation at the rate of approximately \$14 per 1,000 miles of such excess.

Drivers of the Pontiac Super Chief four-door sedan should receive additional compensation, if they exceed 20,000 miles a year, at the rate of \$16.50 for every 1,000 miles driven.



# Automobile Standard Allowances

Cost Area No.	Basing point for fixed charges	Total annual fixed costs		Fixed allowance per day		Total per mile allowance	
		'58 Chevy	'58 Pontiac	'58 Chevy	'58 Pontiac	'58 Chevy	'58 Pontiac
1	Seattle, Wash.	\$896.75	\$1103.85	\$2.46	\$3.02	3.90c	4.40c
2	San Francisco, Cal.	943.27	1148.07	2.58	3.15	3.70	4.15
3	Yakima, Wash.	846.95	1055.05	2.32	2.89	4.30	4.80
4	Sacramento, Cal.	858.23	1062.03	2.35	2.91	4.15	4.65
5	Salt Lake City, Utah	778.94	971.94	2.13	2.66	4.10	4.60
6	Albuquerque, N. M.	842.80	1043.80	2.31	2.86	4.30	4.80
7	Fargo, N. D.	814.94	1013.44	2.23	2.78	3.80	4.25
8	Wichita, Kan.	768.91	962.96	2.11	2.64	3.55	3.95
9	El Paso, Texas	765.90	961.05	2.10	2.63	3.70	4.15
10	Houston, Texas	782.90	977.05	2.14	2.68	3.40	3.75
11	Fort Smith, Ark.	807.52	1005.82	2.21	2.76	3.55	4.00
12	Duluth, Minn.	813.34	1008.64	2.23	2.76	3.75	4.20
13	Chicago, Ill.	856.26	1058.76	2.35	2.90	3.45	3.85
14	Detroit, Mich.	778.97	974.02	2.13	2.67	3.50	3.90
15	Columbus, Ohio	777.36	964.36	2.13	2.64	3.40	3.75
16	Knoxville, Tenn.	798.84	994.34	2.19	2.72	4.05	4.50
17	Atlanta, Ga.	799.38	995.88	2.19	2.73	3.75	4.20
18	Saratoga Springs, N. Y.	918.44	1110.69	2.52	3.04	3.70	4.15
19	Portland, Me.	791.68	986.68	2.17	2.70	3.80	4.25
20	New York, N. Y.	998.28	1200.53	2.73	3.29	3.45	3.85
21	Chelsea, Mass.	960.09	1149.09	2.63	3.15	3.20	3.60
22	Pittsburgh, Pa.	818.20	1013.20	2.24	2.78	3.50	3.90
23	Philadelphia, Pa.	933.92	1135.92	2.56	3.11	3.40	3.75
24	Newark, N. J.	872.73	1065.73	2.39	2.92	3.20	3.55
25	Charleston, S. C.	845.71	1039.71	2.32	2.85	3.40	3.80
26	Miami, Fla.	806.26	998.26	2.21	2.73	3.45	3.85
To add air conditioning to 1958 Chevrolet six-cylinder Biscayne four-door sedan, add to your allowance				.27		0.25	
To add air conditioning to 1958 Pontiac Super Chief four-door sedan, add to your allowance					.28		0.30



(continued)

maintained constant. Meanwhile, slight cost increases in tires and decreases in gasoline offset one another. The only reason, then, for this increase is a higher rate of gasoline consumption in the 1958 Pontiac engine, while this area of performance by the Chevrolet six-cylinder engine did not change. (Higher rates of gasoline consumption have been noted in many eight-cylinder engines of the high, middle, and low price cars for model year 1958.) In the case of the Pontiac, annual operating costs at 20,000 miles rose fully \$36, or approximately  $4\frac{1}{2}\%$ .

#### How Costs Rise

A parallel exists between increases in fixed costs for both makes of cars. Showing almost the same percentage increases as the Chevrolet, Pontiac insurance rose 11%, license expense  $28\frac{1}{2}\%$ , and depreciation 10%. The current model Pontiac for this 26-cost-areas study was a Super Chief four-door Sedan equipped like the Chevrolet, except for the inclusion of Hydromatic transmission. There is a great gulf between these two makes of cars in total yearly costs, and it keeps increasing year by year. This year it costs \$255 more to drive a Pontiac eight at 20,000 annual miles than a Chevrolet six. Last year this 12 months' figure was only \$203. \$169 of this \$255 figure can be attributed to higher fixed expenses;

while an \$86 operating cost difference makes up the balance. Percentage-wise the Pontiac is a shade under 16% more expensive to own and operate than the Chevrolet six.

Please note that \$50 of the \$169 higher Pontiac fixed costs result from annual depreciation allowed by Hydromatic transmission. The Chevrolet was not equipped with this accessory. Readers wishing to adjust Pontiac allowances to a standard transmission basis may deduct fourteen cents from the daily fixed allowances. Annual fixed costs have been established at the indicated basing point in each cost area. They include current standard manual premiums on comprehensive, \$50-deductible collision, \$5000 property damage and \$25,000-\$50,000 public liability coverage. Also state license, title, driver's fees, and depreciation are reflected.

Fixed allowances per day shown on the table on the opposite page, are simply the result of dividing total annual fixed costs by 365 and expressing to the nearest cent. The column, total per mile allowance, shows the total per mile operating allowances covering the items of gasoline, oil, greasing, washing, service maintenance, and tires. These have been expressed to the nearest half-mill in each cost area. Because some items properly subject to reimbursement on business mileage do not lend themselves defensibly to standardization, they have been omitted from these allowances. We recommend that such items be reimbursed for as incurred and reported by the drivers. They are: local city license fees, property taxes, daytime parking, overnight parking away from the home city, and bridge tolls.

Chevrolet class cars depreciation allowances, shown in the accompanying cost chart, are adequate up to and including 18,000 business miles annually, or 1,500 miles monthly. However, men traveling in excess of 18,-

000 business miles annually, or 1,500 business miles monthly, should receive additional adjustments on depreciation at the rate of approximately \$14 per 1000 miles of such excess. For example: a driver totaling 30,000 miles yearly would be entitled to a depreciation adjustment at the end of the year of approximately \$168. The purpose of this adjustment is to allow the high mileage driver to trade in his car when it reaches the 45,000 total mileage point, inasmuch as the basic depreciation allowance included in columns for total annual fixed costs and fixed allowance per day will enable him to make a trade-in only at the end of a two-and-one-half year operation.

Depreciation allowance figures shown for the Pontiac are adequate up to and including 20,000 annual business miles. Adjustments on depreciation over this yearly mileage should be allowed at the rate of about \$16.50 for every 1,000 miles driven. This will enable him to trade in a car without penalty when he has reached the 60,000 business mileage point regardless of his rate of annual travel.

Automobile air conditioning continues to grow in popularity. It is estimated for this year alone that combined installations by factories, dealers and independent outlets will number far in excess of 500,000 units. This represents a 25% increase in air conditioning installations for new cars during the current model year over 1957.

Since auto air conditioning equipment is far more popular with buyers of the more expensive automobiles, it stands to reason that a higher percentage of Pontiac purchasers request them than do those investing in Chevrolets.

It is reported that about 2% of 1958 Chevrolet models have been factory equipped with air conditioners

(continued on page 126)



#### When the Wheels Go 'Round

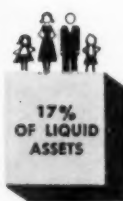
Back in 1929, when he was president of the Chicago Sales Managers' Association, R. E. Runzheimer herded 100 sales executives into planes and had them flown to Milwaukee. More than 90% of them had never flown before. Then, as now, Runzheimer was dramatically showing sales executives how to increase sales efficiency. He, himself, started as a salesman. And today he heads Runzheimer and Co., Chicago, with more than 200 U.S. and Canadian companies, employing more than 20,000 field representatives, as clients. The famous "Runzheimer Plan," begun in '33 for a Chicago company, provides these clients with a fair and accurate control of field traveling costs. Until it was perfected most companies used crude guess-rate flat allowances to determine auto and other travel expenses for salesmen.

### AMERICA'S "MOST IMPORTANT" FAMILIES

If consumer buying power is the index by which a marketer measures, then the top 20% of the 50 million families in the U. S. can be termed the nation's "most important." They are the people who earn \$7,000 or more and have accumulated a nest egg of stocks, real estate, cash savings. They are the people who have the money to spend, *if they are properly "sold."*



TOP  
10,000,000  
FAMILIES

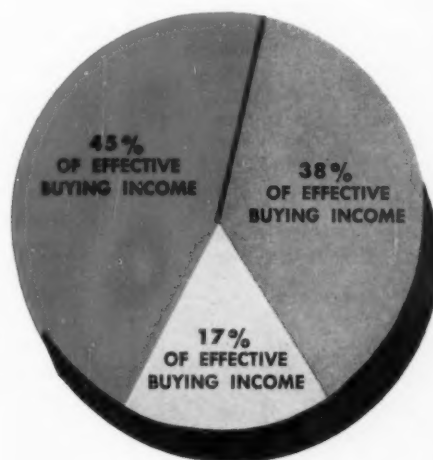
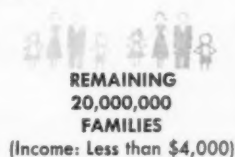
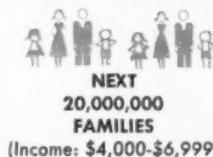


NEXT  
15,000,000  
FAMILIES



REMAINING  
25,000,000  
FAMILIES

#### THEY EARN MORE, TOO!\*



#### THEY ARE MORE LIKELY TO BE STOCKHOLDERS



REMAINING 40,000,000 FAMILIES

3,000,000 STOCKHOLDERS

SOURCE: KENTON & ECKHARDT, INC., NEW YORK

\*SALES MANAGEMENT'S MAY 10, 1958 "SURVEY OF BUYING POWER," PAGE 208

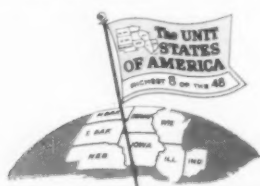
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Chicago 1 . . . 250 Park Ave., New York  
17 . . . 110 Sutter St., San Francisco . . .  
159 S. Vermont Ave., Los Angeles 4.

## New Product Planner: What He Does, How Paid

Try to hire a planner for less than \$12,000 and you settle for a second-rate man. Good ones may cost \$18,000, says employment man.

By Herbert Halbrecht

The new product planner is now established in a definite spot on the marketing staffs of a large number of companies.

From requisitions received from scores of major companies throughout the United States, Herbert Halbrecht Associates, Chicago, has compiled a profile of the 1958 model of the new product planner. In significant areas this profile bears little resemblance to that of any person with such responsibility during the period 10 years ago.

Age is a noteworthy area to mention. The new product planner being sought in 1958 is rarely more than 40 years old; the demand for men over 38 is slight.

The man must be experienced in new product planning or market research or both and his experience preferably must be in the field in which he is seeking to work.

Where a bachelor's degree would suffice for marketing 10 years ago, in 1958 it is a minimum requirement that is taken for granted. Some highly specialized industries require that today's new product planner have a specialized degree. This situation is particularly true in the electronics industry where an electrical engineering degree is required or in the pharmaceutical or chemical industries where a degree in chemistry or biological science is mandatory.

The new product planner in 1958 is very often not even considered if in addition to his bachelor's degree he does not have his master's degree in business administration or its equivalent. Many companies require that the MBA be from one of the better-known business schools such as Chicago, Columbia, Harvard, or Michigan. Specialized experience will often serve to qualify a man without his MBA. Many men are taking courses at night.

Annual salaries for new product planners during 1958 have ranged from \$12,000 to \$18,000. Companies seeking to hire new product planners for less than \$12,000 are, in most instances, settling for the man with the second-best qualifications.

Top management realizes that the personality of the new product planner, who in effect acts as an internal management consultant, markedly affects the ability to get the job done. The new product planner must have a personality and temperament that will elicit confidence and co-operation from the research, sales, and engineering people with whom he works.

"There must be a meshing of psychic gears" between the new product planner and the other members of the team.

The status of the 1958 new product planner is such that he reports directly to the company's president, in many instances, or to the vice-president of marketing. The new product planner must learn the problems of top management and must work well with management. In 1958 the new product planner is not only being hired for the job at hand, but is also being groomed for top management level. Positions such as marketing manager or vice-president of marketing are realistic goals for the man who is being hired as the new product planner in 1958.





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## THE BIG DIFFERENCE IS RAILWAY EXPRESS

## Should a Man Be Expected to Move?

When John M. Wilson retired December 31, 1957 as vice-president in charge of sales, National Cash Register Co., he—and his wife—were ready for one more move.

Sixty-eight-year-old Jack Wilson moved his family from National Cash Register's Dayton, O., headquarters, to his new retirement home, a six-acre lemon ranch at Rancho Santa Fe, near La Jolla, Cal.

So we asked Jack Wilson, who devoted 46 years to National Cash Register and who directed a field organization of 9,500 salesmen in 500 offices to comment on "Promotion? No Thanks—Not if I Have to Move Again!" published on page 33 of the July 18 issue of SALES MANAGEMENT.

Philip Salisbury,  
Editor and Publisher

## Almost Every Promotion Means a Move

Jack Wilson, who has moved many times, asks:

"Does anyone think the first lady of our land would change places with any other woman? Yet President and Mrs. Eisenhower never owned a home until recently. Do you think Mrs. Nixon would? Can any woman predetermine how far her husband may go until she is absolutely convinced that he lacks what it takes to be successful?"

Yes, I read "Promotion — No Thanks — Not If I Have To Move Again."

However, I never took issue with the man who refused to move because he said "There are more important things in life than a successful career."

However, it has been my observation that often later, these men and even their wives, became bitter because men who seemingly possessed less ability had gone on to greater success.

During forty years as a Division Manager and Vice President in charge of sales, I never insisted that a man take a promotion involving a move against his will. I have reminded him that when he refused promotion and insisted upon staying in one place, he was limiting his value to the company. He was like a man in a boat who had thrown overboard an anchor. His area of usefulness was limited to that area. Whereas, a man who will move to the location where the company needs him, increases his usefulness to that extent.

Read the story of the life of any man who has built a successful business of his own. The chances are you will learn that he had to put

everything he possessed into it. His wife and children had to make sacrifices. However, they were willing to forego many temporary pleasures and conveniences for the rewards of permanent success.

I prefer not to become too fond of advantages that I must later relinquish. I never thought in terms of stopping at a certain station in life that would necessitate my continued employment. My goal was that of being able to live at my desired standard from the income of the money we had accumulated. I have always figured on the "long haul," in my career as well as in our investments. I was never nimble enough to make money in the short swings of the market. The same thing applied to my career.

In the fortieth anniversary of *Forbes* magazine last year, where tribute was paid to America's foremost business leaders, it was noted that great changes have occurred in the leadership types—their methods and responsibilities—since 1917. Then they were rugged individuals who largely founded their own companies, whereas today they are men who have risen from the ranks and are responsible to the stockholders.

In other words, this is a day of big business when men without capital are permitted rewards in management comparable to ownership in businesses of a size that would not be in existence if the public had not been given the privilege of investing in ownership of shares of stock. Personally, I have been benefited by both privileges.

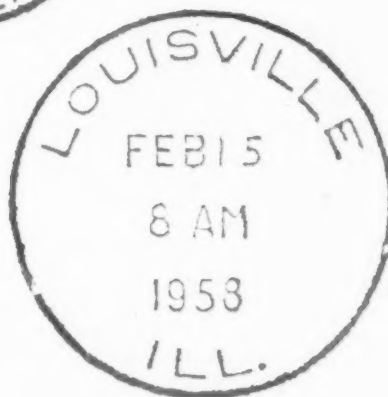
It is a fact that in big business, almost every promotion means a move. Conversely, I would say, almost every move means a promotion. The tax laws have taken cognizance of this trend by not taxing a person on the increased value of the house sold when another that costs as much or more is purchased within a certain time. I might also add that many are delighted with the new homes.

There may be an expense for such things as new draperies and other items, but the ambitious man is always willing to make some kind of investment in business for his advancement. Inasmuch as such things are strictly a personal affair, he can't complain too much as it is about the only financial investment he has to make.

Now in regard to the effect on children. One time when I told my wife that we would move again, her

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*A. Donald Brice*

Mr. George Krakora  
THE WALL STREET JOURNAL  
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ADB:as

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only anxiety was about the effect on our twelve-year-old son who had learned the names of many famous men because the schools he attended had been named after them.

She said, "The poor boy, I just don't have the heart to be here when you break the news to him. I shall take a walk around the block."

It made me feel bad, but my son reflected a few seconds and dispelled my fears by saying "Well Dad, don't worry, because we always meet nice people wherever we go." Really, I think the moves were an advantage to him. It is seldom that one can gain an advantage without some price. He learned to adjust himself to every kind of circumstance. He doesn't hold the narrow view that one certain place is "God's country." At some time, every boy makes a mistake that creates an unfavorable impression. In one city, he acquired a nickname that he despised. When we moved, he shook that off instantly and started anew. Many an inferiority complex has been acquired because a person couldn't get away from the impressions he had created with others.

## Wife's Toughest Break

Happiness is not a matter of location but that of an attitude of mind. After a move, children adapt themselves quickly. Each daughter becomes the "new girl in town" and is interesting because the boys consider her a new world to be discovered. It is interesting how often the girl from away marries the most eligible man.

The wife gets the toughest break. The man goes to an office that is almost a duplicate of the one he left. He and his new associates have a mutual interest in the same business. His prospects are no more strange than a new prospect upon whom he called in his old territory. But the wife must acquire a new set of friends—and never forget that eventually it is the wife who is the key factor in determining in which social set they, as a couple, will move. Of course, a man's position in a business can be of influence in his business circle; but if the women don't like his wife, it is one of the wonders of the world how they can, in a subtle manner, find reasons for not inviting her and her husband. That is another reason a man must make certain his wife keeps pace with his advancement. He should always make it a point that his wife shares his rewards.

The smart wife guards against natural feminine reactions. She wants to do everything possible to help her husband but possibly she has a good job too, and "their combined earnings

**SALES MANAGEMENT**



are greater than her husband will earn in the new location." Yes, but if she will follow her husband and permit him to develop to the limit of his possibilities, the chances are that he will earn much more than the two of them combined.

Then there's the case where she hesitates to leave the town where her folks live. When birds get to a certain size they are pushed from their nests. Likewise, the hen chases the chicks out into the world on their own. She and her husband will be better off on their own. They will be forced to make their own decisions. They can entertain those who can be helpful to them or be entertained by others instead of having dinner with the folks because that has become a family ritual. It is amazing how much faster a man will develop when he starts making his own decisions instead of talking it over with "the folks." Besides, one will soon be able to travel across the country in four hours.

When a man and woman marry they have to think in terms of what is best for the new family.

I should like to emphasize that as a man prospers, he must encourage his wife to dress well so she will feel comfortable wherever she goes. He must suggest that she become interested in current events and do the things that will enable her to share the rewards of his success. John H. Patterson used to send promising men and their wives on trips to New York where they stayed at the best hotels and went to the best shows to stimulate their ambition to be able to earn more by putting forth greater effort.

The rewards to a wife who is in love with her husband are great when she silently shifts her capabilities into gear with his career.

Does anyone think the first lady of our land would change places with any other woman? Yet President and Mrs. Eisenhower never owned a home until recently. Do you think Mrs. Nixon would? Can any woman predetermine how far her husband may go until she is absolutely convinced that he lacks what it takes to be successful. Even so, don't you think Mrs. Truman might possibly have been justified in reaching such a conclusion about her husband when he failed in the haberdashery business? Yet, I am confident this never occurred to her.

However, it is my opinion that men may rationalize but usually, they do exactly what they want to do. The sufficiently ambitious man never refuses an opportunity to move nearer his goal—provided he has one. It has been my observation that the man

who possesses the other necessary requisites for success, usually has a goal.

"Happiness" or other vague dreams never yet spurred a man on to achievement. Just as prospects for products are interested in its specific benefits to them, not generalities, so must one have a specific and clear cut objective to activate the driving force within him.

When one traveling by automobile realizes that misinformation has resulted in his traveling in the opposite direction from his destination, he changes his course just as quickly as possible.

### "The Glow That Comes . . ."

A man must be willing to serve his company's interests and may have to take some necessary detours but at least, he recognizes them as such and endeavors to get back to the main highway to his objective, just as quickly as possible.

When I wrote my most popular story, "The Glow That Comes from Hunger," I received scores and scores of letters with variations on a line of thought—characterized by one writer in particular. He said, "My family and I had been moved here and there until we came to a definite conclusion. We made up our minds that we had reached the limit. We were determined to put down our roots here. We had purchased an attractive home near the golf course and had acquired a host of friends. Just when we were enjoying life as never before, another "promotion" was offered me. We turned it down. I knew that the man to whom the position would be offered was not as well qualified by ability or experience. He has since become the president of our company and he and his wife are enjoying advantages about which I had dreamed.

"After reading your story of 'The Glow That Comes From Hunger,' I realize that it was then that I put out my light. Now, I have lost all interest in the comfortable niche that I selected for myself."

In the game of bridge, a deuce is sometimes worth as much as an ace. When a man takes every trick that his hand permits, he has played it successfully. Likewise, when a man goes as far as his ability will take him, then he is a success. But, when he knows that he didn't even try—well he can hide behind his wife's skirt, his children's welfare, his aged mother or father but in his heart he knows what he might have done would have brought them greater satisfaction. ♦

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## THE WALL STREET JOURNAL

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RADIATING civic enthusiasm, William H. Eells, Ohio Coordinator for Atomic Energy, (left, facing) and C. Wil-

liam O'Neil, Governor of Ohio (extreme right) congratulate W. E. Chope, president of IN, on first mobile display unit.

## The Benefits of Selling With the Product Parked Outside

Salesmen of Industrial Nucleonics Corp. frequently go calling with a chauffeured briefcase. A large bus, packed with 3,000 pounds of AccuRay demonstration units, takes the company's atom-age products to the prospect's door.

By NATHANIEL GILBERT

Thomas E. Ryan, New Jersey district sales engineer for Industrial Nucleonics Corp., often wished he could tote a busload of IN's AccuRay equipment into prospects' offices. Selling atomic age products is no easy job, and AccuRay radioisotope measurement and control systems often had a way of sounding too good to believe. But how could Ryan hook up a complicated recorder-preamplifier-measuring head system swiftly, much less carry a 500-pound system around in his briefcase?

Last July 30, Ryan's dream came true. For as the 30-year-old salesman walked into Calso's Perth Amboy, N. J., refinery to make a sales presentation, a specially designed AccuRay Mobile Display bus pulled up in front of the shop and laboratory building, and its right side panel

was folded back to reveal three tons of operating AccuRay systems.

By the end of the morning, more than 40 Calso engineers, plant supervisors and purchasing agents had examined the equipment, talked with Ryan and come away with lasting impressions and fistfuls of literature.

Says Walter Meth, Calso's chief instrument engineer who had made arrangements with Ryan for the refinery stop, "It was a very effective showing. Our special interest in the tank level measuring system made it very worth-while." His enthusiasm was echoed by Edward Lencki, assistant purchasing agent for the big refinery. "Of course we'll have to check prices and bids from other companies before ordering, but all our engineers seemed impressed with the display and we won't forget it."

The Eastern mobile display bus's first day's work at Perth Amboy — two other buses have been similarly outfitted for Midwest and South West sales service — was the culmination of a two-year planning program that began when IN President Wilbur E. (Bert) Chope suggested holding a series of hotel demonstrations in major cities throughout the country.

The idea was kicked around by William E. Van Horn, general sales manager, David E. Bossen, assistant to the president, and Paul M. Werth, director of advertising and public relations. Then one day, a display salesman visiting Werth happened to show him a picture of one of the General Motors "Parade of Progress" buses.

"Kiddingly, I asked him who owned the bus and whether it was for sale," says Werth. "He put me in contact with the Frigidaire Division of GMC, and I went to Dayton to take a look. Not only was the purchase price reasonable, but an out-fitted bus would solve the big problems of shipping, hooking up and dismantling the equipment in hotels across the country." The first unit was purchased in March 1958.

Thus began a hectic series of de-

**It's a camera! It's a business gift!**  
**It's a whale of a sales incentive!**



## **Minolta "16"**

**Unique precision  
camera hides in  
hand • pocket • purse**

**By the makers of world famous  
Minolta Cameras for professional  
and amateur photographers.**

**Now selling in over 6,000 photo shops in  
every city in the United States at \$39<sup>95</sup>**

Regular 3 x 4 inch snapshots.

Color slides fit any 35 mm projector.

Wide choice of Kodak and Ansco film sold in  
all photo stores: Kodak Panatomic-X; Kodak  
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Ansochrome.

Automatically in focus from 6 feet to infinity.

World famous, precision-made 25 mm,  
3-element, f:3.5 lens. Stops down to f:11.

Even takes indoor pictures without flash.  
(Ideal for sales meetings, trade shows, store  
and window displays.)

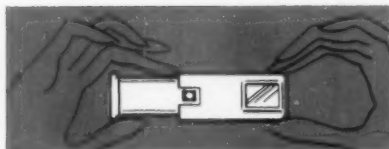
Easier to use than a box camera.

Shutter speeds 1/25 to 1/200. Click stop settings.

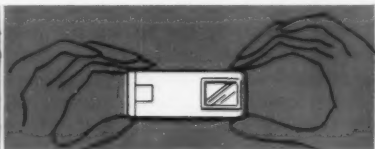
Internally synchronized for electronic flash  
and bulbs.

Price includes soft leather case, strap and  
2 close up lenses.

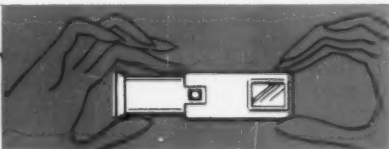
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Slide camera out of case. Sight. Press release.



Slide camera back into case.



Slide it out and take your next picture.

FOR PRICES  
AND PROMPT  
INFORMATION  
WRITE TO:

## **MINOLTA CAMERAS**

**150 Broadway, New York 38**

Distributor—The FR Corporation, 951 Brook Ave., New York 51, N.Y.

SEPTEMBER 5, 1958

# Sales Management

can deliver...

## NEW MAPS FOR MARKET PLANNING



**Sales Management's big six-color 1958 County Outline Retail Sales Map, the only such map devised for sales and advertising executives, shows 1957 retail sales, 1958 population — and more:**

- All Metro County Areas clearly defined.
- county names in large, legible type.
- counties with retail sales of \$100 million or more shaded in red.
- counties with retail sales of from \$50 million to \$100 million shaded in green.
- counties with retail sales of from \$25 million to \$50 million shaded in yellow.
- counties with retail sales of from \$10 million to \$25 million shaded in blue.
- 1,137 cities with retail sales of \$25 million or more, with population indicated.
- enlarged projections of all congested, small-county areas, showing county lines, names.
- all counties with 1957 per family retail sales higher than national average clearly shown.
- 339 counties in which retail sales have increased 15% or more since 1954.

**Sales Management's County Outline Retail Sales Map, 27"x41", is available now, will be tremendously helpful to you for immediate and future sales and advertising planning. Mailed post-paid.**

**Price: \$3.50 for single copy; \$3.00 each for two or more.**

**Write:**

**Sales Management**  
THE MAGAZINE OF MARKETING

286 Fourth Avenue, New York 16, N. Y.

tailed efforts to make a top salesman out of the 13-ton vehicle. Fruehauf Trailer Co. installed extra leaves under the springs to accommodate additional weight; painted and lettered it too. Boss Display Fixtures and IN Special Projects Engineer Robert B. McAdam coordinated efforts on paneling and installation of equipment. Accessory equipment was loaned by Foxboro, Brown Instrument Div. of Minneapolis Honeywell, Leeds & Northrup, and The Bristol Co. Human engineering centered about Walter S. Tercyak, an IN field service engineer recruited for the driver-technician assignment.

### Five Reasons for Buses

General Sales Manager Van Horn gives five reasons for putting the mobile show on the road:

"1. We needed a way to take our products directly to the customer. When a company is contemplating the purchase of equipment costing \$500 to \$150,000, they want to take a good look at the product. We have found the overwhelming majority of our prospects are anxious to have the mobile display unit visit their plants. Personally, I have never seen or heard of such cooperation on the part of prospects for any product display.

"2. The mobile display buses contain both new equipment and new concepts of industrial process controls. This means we really have a double selling job. The AccuRay continuous density measurement, tank level control, and container, inspection-rejection systems, plus our new portable pipewall thickness gauge represent new concepts for our customers as well as new products for us. The mobile units give us the best opportunity to show how these concepts can be used by our prospects. They can bring samples for measurement out to the bus to see just how the systems operate on their particular product or material. This eliminates sending samples to our home office in Columbus (Ohio) for testing.

"3. One of the most important aspects of putting the bus on the road is to stimulate our sales engineers' enthusiasm. And our sales people have been *really* enthusiastic about this project. As a matter of fact, they have been competing with each other to get it as soon as possible.

"4. Another point, and one which fits in closely with the idea of using the bus as a sales aid, is economy. Besides the high cost and technical difficulties of moving this equipment

from hotel to hotel on a tight schedule, there is no doubt that it would have proved costlier in terms of the sales engineers' time. We figure the actual cost of the completely outfitted buses is no greater than holding three major exhibitions in one year. And with the regional sales managers responsible for scheduling the buses in their areas, we can be sure that a minimum of time will be wasted.

"5. Another important point to be considered is the fine cooperation we have received from our own suppliers on this project. For these mobile units are also excellent traveling exhibitions of our suppliers' products and have been recognized as such by them. They have been most cooperative both in lending equipment and in publicizing the units. In fact, we have been supplying them with itineraries of the units and they are alerting their own customers and sales people to be on the lookout for them."

Says Werth: "I think it's obvious that these buses generate interest on the part of a great many people besides our prospects. The fact that these units contain by-products of the atomic bomb program is of interest to the general public as well as technical people. Actual demonstrations of atomic energy for peaceful purposes are a big lift in these troubled times. We have found that newspapers have been interested in running news of the AccuRay bus in their areas because of its importance to the general public. Of course, we send out releases to papers in the towns of each major stop," he added.

For IN, the AccuRay mobile display project is just another development that has thrust the eight-year-old company to top position in its field. Most impressive has been the multi-million dollar "piggy-back" advertising campaign that has seen the AccuRay name and products featured in hundreds of ads by satisfied customers. Promoting their use of AccuRay equipment to substantiate quality claims, leading advertisers in a half-dozen industries took full pages in business publications and other media to proclaim "Now Nuclear Science Assures MATICO Quality... with AccuRay... to achieve new high in tile uniformity" (Mastic Tile Corp. of America), and so on. Werth estimates that the Chesterfield program alone—"made the modern way—with AccuRay"—put the product name in \$15 million worth of ads.

A young man's company in America's youngest industry, IN was founded with \$500 in 1950 by Bert Chope, brother H. R. (Roy) Chope,



and George B. Foster, then 26, 28 and 30 years old respectively.

Bert Chope and Foster had been working with Tracerlabs, Inc., a Boston company trying to design laboratory equipment to use the new radioactive isotopes just released by the Atomic Energy Commission.

Chope and Foster quit their jobs at Tracerlabs, but persuaded Roy to keep his job (working on rocket instrumentation for the Air Force) so that the other two would have enough money to live on. With financial assistance from William Blair & Co., a Chicago investment bank, they set up shop in a five-room apartment, later moved to the limited quarters of a former print shop.

The first thickness gauge was designed for steel measurement, but the weakness of the recording equipment in mill use kept IN out of the steel measuring business for three years. Marketing the first product, however, had proved a worth-while, if frustrating, experience for the three engineers. They realized that they would have to demonstrate money savings to capture customers.

#### Guaranteed Sales

The first breakthrough came in the automobile tire industry. After weighing scores of tires that were supposedly of the same size, they found that weight ranged from 19 to 21 pounds. The partners designed a \$10,000 gauge to measure the rubber ply thickness and sold it to Mohawk Rubber Co. by guaranteeing that it would pay for itself in rubber saved.

This set the pattern for the company's industry-by-industry product and market development organization. After selling the gauge to several other rubber companies, IN invaded the paper, plastics, tobacco, metals and process industries. Sales for the first four years doubled each year, hitting \$5 million in 1957.

Today, AccuRay process control systems are firmly established in eight major industries. More than 60% of the nations "tin" cans are made from steel controlled by AccuRay systems. Rubber fabrics controlled by AccuRay go into 67% of the tires manufactured in the U.S. And eight of the ten largest paper manufacturers use AccuRay to maintain uniform basis weight.

Although isotopes are still in their commercial infancy, the AEC estimates that their use saved U.S. companies \$500 million in 1957. By 1962, the savings will amount to \$5 billion annually. In a growing industry, IN paces itself for the atomic age by putting its show on the road. ♦

SEPTEMBER 5, 1958

*Now! You can prepare your own visual aids on-the-spot as easily as this...*

## *New* **Ozalid®** *Projecto-Printer* *Kit*

*Simple, speedy way to make transparencies for overhead projection*

There's no more need to be a photographic technician in order to prepare your own transparencies for overhead projection. With Ozalid "do-it-yourself" Projecto-Printer Kit, *anyone* can prepare on-the-spot transparencies from visual materials contained in textbooks, manuals, charts... in fact, any printed material. You can get dozens of new visual effects and colors, inexpensively, *in minutes*. No darkroom and no trays! And this amazing new kit is completely portable.

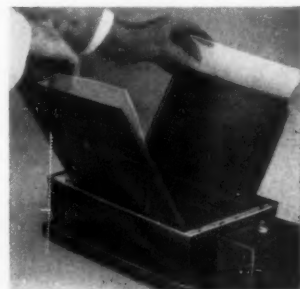
Ozalid has set up a nationwide network of visual aids dealers to assure you of helpful advice and fresh materials. For the name and address of your nearest dealer, plus informative literature, mail coupon below.



A Division of  
General Aniline  
& Film Corporation



**EXPOSE**... Place original and Ozalid paper together. Set timer. Expose.



**DEVELOP**... Process exposed negative and positive film together.



**PEEL APART**... and you have it... a transparency for projection. For translucent originals, it's even simpler!

Ozalid, Dept. II-9-5  
Johnson City, N. Y.

Please send literature on "Projecto Printer" and name of nearest dealer.

Name \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_  
State \_\_\_\_\_

## A NEW SERVICE

Shown here is just one phase of **STRAIGHT-LINE** Advertising. We will arrange for an action photo of your product in use in Ohio, with brief testimonial if desired. Photo can be stripped into your advertisement quickly at no extra mechanical cost. This is just one example of the extra selling power available to you because of our *gravure printing* and sharp, localized editing. Other local-action selling techniques are fully illustrated in the booklet offered below.



# Use **STRAIGHT-LINE** Advertising to Sell More

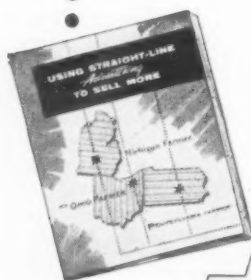
**STRAIGHT-LINE EDITING** gives you the background of *Service Readership*. For "information about new farm practices" Ohio farmers say they prefer *The Ohio Farmer* nearly 2 to 1 over the next farm magazine. (Source: Ohio Agricultural Experiment Station survey, just released.) Why? — timely and fresh reporting, with up-to-date farm know-how, edited by Ohioans, reaching readers twice each month.

**STRAIGHT-LINE COVERAGE** supplies the direct channel to an *active market*. In *The Ohio Farmer* your advertising gets preferred attention in 4 out of 5 Ohio farm homes. Their income is big and steady — year 'round. Ohio is a top-third state in farm income.

Let us add any or all of these "selling plusses" to your advertising:

- Plus No. 1 — *Local Field Reports* by our able staff members.
- Plus No. 2 — *Local Action Photos and Testimonials*.
- Plus No. 3 — *Local Prices, Terms, Down Payments*.
- Plus No. 4 — *Local Sources of Supply*.
- Plus No. 5 — *Local Coupon Addresses*.
- Plus No. 6 — *Production Savings with Gravure Printing* — an average of 50 percent according to leading agency executives.
- Plus No. 7 — *Full-Color Advertising at Great Savings* — direct from your 4-color art or transparencies.

Send for this booklet — a full story on "**STRAIGHT-LINE Advertising**." Shows how we can help aim your advertising straight to the point of sale — in a prosperous, profitable, able-to-pay farm market!



# The OHIO FARMER

1010 Rockwell Ave., Cleveland 14, Ohio



**STRAIGHT-LINE** Advertising Service available also in **PENNSYLVANIA FARMER** and **MICHIGAN FARMER**.

## Checkpoints of Good Fashion



## Your Undeveloped Selling Asset

Presented here, for the first time anywhere, are the ways to check your appearance and to figure the cost, on a businesslike basis, of dressing yourself in a way that will please you and help you every day in your selling career.

By **JOSEPH DAROFF**  
Vice-President and Director of Sales  
H. Daroff & Sons, Inc.

Story continues on next page

## Your Undeveloped Selling Asset

(continued)

Thousands of men are wasting a valuable career asset because companies have generally failed to give attention, guidance and financial assistance to the problem of proper dress.

American business pays out millions of dollars to train its salesmen, spends additional millions to put them on the road and keep them there. Yet it operates with a virtually "hands off" policy as far as developing one of the greatest assets those salesmen could have—an attractive personal appearance.

Until business management recognizes how important a factor proper dress plays in any man's success story, until it provides the professional assistance most men need in building a good wardrobe and until it helps these men meet or solve the financial problems of dressing properly, this important potential of increased selling power will remain untapped.

### Half Price of New Car

This is economic waste of a high order. Yet a top working wardrobe that will meet all the requirements of a key man's important selling life can be assembled absolutely from scratch for \$1,133.60—less than half the purchase price of a new, low-priced car.

This same wardrobe has a replacement cost of only \$377.87 a year to maintain it at peak form—a fractional amount compared to the mileage allowance a salesman is paid for the use of his car. In fact, this ideal wardrobe has a replacement cost of only \$7.27 a week—less than the cost of a modest nonalcoholic lunch with a customer.

A mere \$665.85 will put together a brand new wardrobe that meets the minimum requirements for clothes that are a working asset for any man. Replacement cost to keep this wardrobe in top form is \$221.95 a year, only \$4.27 a week, or less than a man spends on cigarettes or cigars.

The challenge in today's economy is not to MAKE more—but to SELL more. And any man, whether he carries a sample case or not, sells himself a dozen times a day. What's more, he sells himself *before* he sells the idea or product he is promoting.

This whole subject of proper, becoming, masculine dress has been shrouded in mystery and a faint masculine embarrassment for too long a time. Too many men feel that a suit

## Ideal

### Wardrobe for Salesmen

Items	Price	Total Cost
6 suits	2 @ \$75.00	\$410.00
	4 @ \$65.00	
1 tuxedo	\$75.00	\$ 75.00
2 sport coats	\$45.00	\$ 90.00
4 pr. slacks	\$20.00	\$ 80.00
2 topcoats	\$65.00	\$130.00
1 raincoat	\$29.95	\$ 29.95
2 formal wear shirts	\$10.50	\$ 21.00
10 business shirts	\$ 6.50	\$ 65.00
4 sport shirts	\$ 8.95	\$ 35.80
2 hats	\$20.00	\$ 40.00
1 pr. formal wear shoes	\$26.00	\$ 26.00
3 pr. dress shoes	\$22.95	\$ 68.85
1 pr. sport shoes	\$20.00	\$ 20.00
12 ties	\$ 3.50	\$ 42.00

**Total — \$1,133.60**  
**Replacement Cost — \$ 377.87 per yr.**  
**\$ 31.49 per mo.**  
**\$ 7.27 per wk.**

## Minimum

### Wardrobe for Salesmen

Items	Price	Total Cost
4 suits	\$65.00	\$260.00
1 tuxedo	\$65.00	\$ 65.00
1 sport coat	\$39.95	\$ 39.95
2 pr. slacks	\$18.50	\$ 37.00
1 topcoat	\$65.00	\$ 65.00
1 raincoat	\$25.00	\$ 25.00
1 formal wear shirt	\$ 8.50	\$ 8.50
8 business shirts	\$ 5.00	\$ 40.00
2 sport shirts	\$ 7.95	\$ 15.90
1 hat	\$15.00	\$ 15.00
1 pr. formal wear shoes	\$20.00	\$ 20.00
2 pr. dress shoes	\$19.75	\$ 39.50
1 pr. sport shoes	\$15.00	\$ 15.00
8 ties	\$ 2.50	\$ 20.00

**Total — \$665.85**  
**Replacement Cost — \$221.95 per yr.**  
**\$ 18.50 per mo.**  
**\$ 4.27 per wk.**





(Above) Suits, topcoats and sportswear by Custom-Tex and Worsted-Tex  
(Below) Suits, topcoats and sportswear by Botany 500



is a suit and that a clean shirt means being well-dressed. They fear that any more intelligent and overt interest on their part in their appearance will look like "dandyism." Many of them are just honestly bewildered about what to do to improve appearance.

The American wife must bear part of this blame and responsibility for hiding this subject of her husband's good appearance. She has a curiously split mind on the matter. She genuinely wants him to look his best and she is willing to spend time and effort to achieve this goal if he will let her.

Yet, as manager of the family's spendable income, she lists his clothing budget items down somewhere between charitable contributions and canine training fees.

Until she accepts the fact that his clothes are as important a working tool as his car and that the cost of his wardrobe is a business expense that is on a far different level than that of junior's Little League baseball uniforms, the average man is fighting formidable opposition on the home front. His career is hurt and hurt badly.

Both companies and wives must come to realize that the clothes a man wears should be his passport to his audience. They reflect his taste, his self-confidence. They provide the most immediate identification of what kind of a man he is. The man who looks neat but dull, who looks clean but dowdy, who looks covered but uninteresting, is a man who is selling under a serious handicap.

By the same token, an overdressed man, or a man dressed inappropri-

ately, offers an unfortunate testament to his judgment and taste that is bound to affect his acceptance as a salesman.

The same company that will let its salesmen solve their own appearance problems devotes time, study and millions of dollars to packaging its products. That company has learned that the customer's first visual reaction to the product determines a large part of the acceptance of that product.

Few men today have the time, talent or training to analyze their own wardrobe problems. But there are sources of professional help available. Many fine men's wear stores have special consultant help that is available for the asking. Some firms, such as my own, provide such guidance to business firms simply as a matter of good business.

Why shouldn't the costs of maintaining a business wardrobe be tax deductible and as legitimate a business expense to a salesman or a company as the cost of a professional wardrobe is to an entertainer?

The firm that helps its salesmen analyze their appearance and their wardrobes—even if it requires professional assistance—and then helps these salesmen meet the costs of a working wardrobe that is a real asset to them will find the investment as productive as any fund spent on sales training.

A few enlightened firms have set up drawing accounts, or clothes allowances for their salesmen. Some have set up special credit arrangements whereby the company finances wardrobe expenditures and the sales-

man repays the amount in easy, long-term payments.

What makes a sound, working wardrobe for a salesman often depends in some measure on what the man is selling and to whom he is selling. Basically any good working wardrobe must have three things:

First, it must be complete. No salesman can sell successfully if he has only half a line to show. And no wardrobe can function successfully if it is incomplete. It should include all the clothing he requires—allowing for special needs such as traveling and climate changes and for entertaining and leisure.

### "Dowdy" Clothes

A good working wardrobe must be up-to-date. Because men's styles change more slowly and less dramatically than women's fashions, it is often presumed that apparel is "good" as long as it is not badly worn. True, it may take an expert eye to spot outdated apparel—the too-wide lapel on the suit, the too-full drape of a jacket, the too-full "blousing" of trousers, the long collar points, the too-wide tie. But everyone is responsive to the "dowdiness" of outdated apparel. It is noticed, even if it can't be identified.

Last, a good working wardrobe must be becoming. Too many men feel that an intelligent concern with their apparel is akin to male vanity—unbecoming a rugged man. This attitude is as expensive as it is ridiculous. Becoming clothes are a priceless asset to any man.

Often men are not sufficiently informed on the finer points of styling to know which styles are the most becoming. It requires a "professional," objective eye—sometimes the fashion-trained eye of a wife—to realize that a new shirt collar style, a different collar, or color would flatter a complexion or face contour; or that a favorite color has been outgrown and needs to be replaced with another choice; or that a suit style has been "outgrown" in a literal or figurative sense.

A man who looks successful, whose appearance reflects taste, interest and imagination, is a man who radiates confidence. He is a worthy representative of his company. He is a man who is safeguarding his own security and, through the clothes he wears, is proclaiming his intention to achieve success. ♦

The author, Joseph Daroff, is v-p and director of sales of H. Daroff & Sons, Inc., located in Philadelphia, producer of suits, topcoats, sportswear under the Botany 500, Custom-tex and Worsted-tex brand names.

### Looking Ahead

It seems to me that in order to acquire a confidence in our future that borders on serenity, all people need to do is glance back at the past and take a hard look at the present . . .

What does a "glance back at the past" reveal? As Goethe observed, the best thing about history is "the enthusiasm it raises in us." Certainly our past should raise our enthusiasm for the future. You can go back to almost any period of our history and find difficulty and occasionally despair. But you cannot find any time when we didn't rise out of the difficulty—or the despair—as a stronger nation with more people enjoying more things and more leisure than ever before.

And to that materialistic concept, if you like, you can add improved chances of good health, broader education facilities, and more public access to the arts, the sciences and the humanities.

How can anyone look backward without being able to look ahead and react to the "enthusiasm it raises in us"?

Felix W. Coste  
Vice-President & Director of Marketing  
The Coca-Cola Co.

# How to throw a good selling campaign out the window

The best way to throw a good advertising-sales campaign out the window is to let it run without appraising its results. Too often good advertising campaigns are discarded ("Let's try something new and different")—or ineffective advertising continues to run ("I like that")—because the people responsible just don't *know* whether it's good or bad.

There's only one way to tell: *Measure results in every practical way you can.*

So far, none of the yardsticks of advertising performance have yet proved to be an exact 36 inches. However, the major problem seems to be not that advertising measurement techniques leave something to be desired, but rather that they are frequently ignored. And some say, "it's too expensive—we should know what's good in our own business." Certainly, measuring advertising performance costs money... but, not nearly so much money as advertising that doesn't get read or that doesn't produce results.

Measurement of advertising performance, like anything else in advertising, shouldn't be left either to chance or convenience. It should be just as much a part of the preliminary campaign plans as media cost and schedules. That's why we always try to include measurement plans *before* campaigns run. Then, of course, we keep the client informed and where possible schedule frequent meetings to review advertising effectiveness. Only then can we and our clients *objectively* analyze advertising and eliminate the extravagance of throwing an advertising campaign out the window before we really know whether it is good or bad.

Occasionally, systematic evaluation of advertising reveals a flop, and it's a bitter pill for both agency and client to swallow. But, the important thing is that by *knowing early* that a campaign isn't producing the



expected results, you can put it on the track before you've spent too much on it.

We believe that systematically measuring the effectiveness of advertising is economic wisdom. It is an investment that keeps us and our clients from throwing good advertising campaigns out the window *and* from allowing ineffective ones to run a day longer than necessary.

## Marsteller, Rickard, Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • PITTSBURGH • CHICAGO • HOUSTON  
AFFILIATES  
PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.  
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

# Can You Buy Distribution with Your Cooperative Advertising?

- How much pressure is there now for more co-op ads?
- Who usually over-spend their co-op allowance?
- Are you a target of dealers' space brokering agreements?

By **ROLAND L. HICKS**

*Assistant Professor of Advertising  
The Pennsylvania State University*

Many questions about this ticklish subject are answered in an analysis of the cooperative advertising programs of 137 companies, 66 newspapers, and 44 department stores. These data were gathered over the past three years and analyzed by the writer.

In the beginning cooperative advertising was used by the manufacturer to extend brand promotion to the retail level. As competition for shelf space increased some manufacturers started offering co-op as an inducement to get distribution.

How effective has this been?

When asked if co-op had ever caused them to stock a product not previously handled by the store, one-third of the department store adver-

tising managers said, "Yes." But only about 10% have refused to stock a product because no co-op money was available.

One out of four department stores would drop some lines if co-op funds were discontinued, particularly if the demand were not strong. Several factors would enter into the decision, such as whether or not the price were adjusted to allow for the difference, competition continued to offer co-op, or profit margins were increased.

About 17% of the stores have stopped promoting a brand because co-op was discontinued. It is fairly common, however, for a store to cut down on the amount of advertising on brands when co-op is dropped.

When merchandise is on consign-

ment and the vendor agrees to pay for all the advertising, many buyers find it irresistible. Even this seemingly perfect arrangement can generate headaches, as one leading merchant pointed out. An enterprising salesman sold merchandise to the store on consignment, paid for a full page ad, then took copies of the ad to other stores and emphasized the fact that the product was good enough for the leading store to promote. He didn't mention the free deal. Thus the store, lured by an advertising allowance, unwittingly helped set up a host of competitors for a line it took the initiative in launching.

Without question co-op can be used to buy shelf space, but unless the product starts to sell on its own merits the store will drop it as soon as the co-op program stops. On the other hand, if a product has a strong consumer demand stores will usually stock it even if co-op money is not available. In many cases co-op advertising is a crutch used to support a product with a weak consumer franchise.

## The Pressure Is On

Once a manufacturer starts a co-op advertising program the pressure for greater expenditures is unrelenting. Two-thirds of the Pennsylvania department stores examined solicit co-op money from their resources rather than just take what is offered. All of these stores try to get co-op money for special purposes including such things as special promotions, anniversary sales, catalogs, direct mail, openings, new lines, tie-in ads, and radio.

Giving money to dealers for spe-

## Co-op Ads Tax Deductible

Since the Internal Revenue Service hinted on March 21 that on April 1 it would publish in the *Federal Register*, and thus give legal standing to, a proposed new ruling disallowing cooperative advertising as a business expense, marketing men have been waiting for the other shoe to drop.

With Advertising Federation of America in the forefront, opposition to the IRS proposal has been violent. IRS took testimony in May at a public hearing.

Advertising Federation of America says that since 1939 "an estimated 15 to 20 individual manufacturers have had private rulings from the IRS approving co-op advertising as a business expense."

The AFA protest made to Dr. Dan Throop Smith, deputy to the Secretary of the Treasury in charge of tax policy, Washington 25, D. C., concludes that the IRS proposal is:

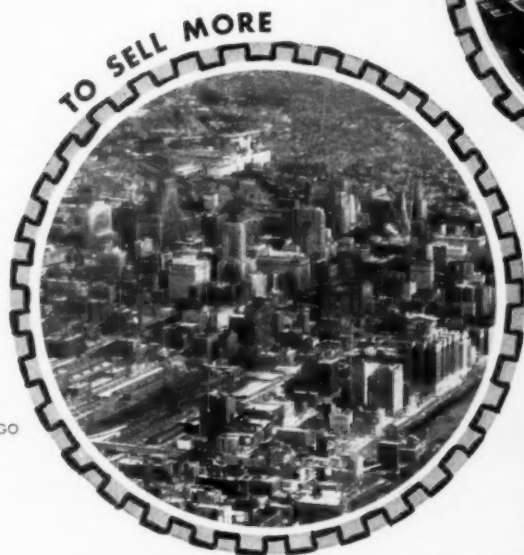
"1. In violation of appellate procedures prescribed under the Administrative Procedures Act.

"2. In conflict with the IRS ruling as interpreted since 1939.

"3. A reversal of IRS administrative policies."



# BIG WHEELS!



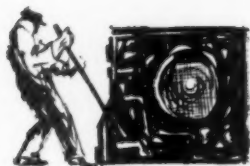
CHICAGO



NEW YORK



PHILADELPHIA



These 3 huge metropolitan markets are the "Big Wheels" around which the nation's economy revolves, and by adequately pre-selling your product in these "Big Wheel" markets you successfully lay the groundwork for your most profitable national marketing program.

The 3 outstanding city and suburban areas of New York, Chicago and Philadelphia—where giant self-service super markets present a wide selection of national brands to satisfy the mass buying of the heavy-spending millions—account for nearly  $\frac{1}{3}$  of all U. S. Food and Grocery product sales. In these concentrated, most profitable markets where the family

coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out, *there is no substitute for FIRST 3 MARKETS' dominant 62% coverage of all families.*

Further, in 264 Industrial North and East counties—where 27% of total U. S. families consume over 29% of the nation's product purchases—FIRST 3 MARKETS GROUP delivers an audience of 51% of all the families.

To make your advertising sell *more* where *more* is sold . . . it's **FIRST 3 FIRST!**

Circulation nearly six million.

The group with the Sunday Punch

**FIRST 3**  
MARKETS GROUP

Rotogravure • Colorgravure

New York Sunday News Coloroto Magazine

Chicago Sunday Tribune Magazine

Philadelphia Sunday Inquirer "Today" Magazine

New York 17, N.Y., News Building, 220 E. 42nd St., Murray Hill 7-4894 • Chicago 11, Ill., Tribune Tower, Superior 7-0043  
San Francisco 4, Calif., 155 Montgomery St., Garfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Blvd., DUnkirk 5-3557



**D. M. FERRETTA**, of Seattle  
District Manager,  
**STOKELY-VAN CAMP, INC.**

## *"We found out the easy way..."*

Mr. Ferretta says, "The powerful influence of the Tacoma News Tribune in its important market was shown to us the easy way... by the excellent results we have obtained from Stokely-Van Camp advertising in that newspaper."

Mr. Ferretta continues, "It was recently pointed out to us that the News Tribune's circulation is more than 4 times the *combined* circulations of the Seattle dailies in the Tacoma market. Another reason we asked that the News Tribune be included on all Stokely-Van Camp 'A' newspaper schedules."

## **TACOMA NEWS TRIBUNE**

TACOMA, WASHINGTON

Circulation more than 83,000

Represented by **SAWYER-FERGUSON-WALKER COMPANY, Inc.**

NEW YORK • CHICAGO • PHILADELPHIA • DETROIT  
ATLANTA • LOS ANGELES • SAN FRANCISCO • SEATTLE

cial purposes brings up a touchy problem for manufacturers and resources. The Robinson-Patman Act provides that all dealers shall be treated alike—no one shall receive a special allowance that is not available to all competing dealers. Yet two-thirds of the stores are putting pressure on companies for special allowances. With so many stores clamoring for additional co-op money (and they tend to be larger stores) only a strongly entrenched company can resist these pleas.

Newspaper advertising managers have an even more aggressive attitude toward co-op. Most of them try to get all they can and over 80% encourage local merchants to pressure manufacturers for co-op funds, according to a study of 66 Pennsylvania newspapers.

This pressure from retailers and newspapers sometimes leads a company to overspend its co-op budget. Results from 99 companies showed that 18 of them over-spent their co-op budget from 101% to 150% in 1954. About half of the firms reported that *all* the funds appropriated for cooperative advertising were spent. Three-fourths of the firms spent 90% or more of their cooperative advertising funds.

### **They Spend Too Freely**

Overspending the co-op budget is more likely to occur among clothing manufacturers than any other product group. Other groups overspending include paint, tires, trucks, household furnishings, food and groceries, petroleum, and building materials.

Overspending is only one of the problems in co-op advertising but it dramatizes the danger of the manufacturer losing control of his advertising. Another difficulty involves the so-called "space brokering" agreements. Instead of signing the manufacturer's advertising agreement, many of the larger stores have made up their own store agreement which the manufacturer signs.

Of 44 stores examined, 12 have their own co-op agreement. These are called space brokering agreements because the store buys space from the local media at low rates and resells it to manufacturers at high rates. Here is one of the most common ways of doing this:

The store prepares its own co-op agreement. The percent of the space that the manufacturer is to pay is blank, as is the limitation on the total amount of advertising. These are filled in for each resource. Rates are stated in the agreement and the manufacturer usually has a choice of news-

**SALES MANAGEMENT**

papers. If any charges are to be made for space devoted to signature or heading in omnibus ads and for artwork and engravings, these conditions are stipulated. The ads are made up and run by the store and the vendor is billed for his share of the cost. In some cases stores deduct the claim from current invoices.

The space brokering agreements are wonderful from the store's viewpoint. They simplify the co-op agreements by making them all the same. They make it easy to handle and place the ads. And they make reimbursement painless by deducting the money at the store.

The manufacturer has two major worries when he signs the store's co-op agreement. First, he loses control of his advertising money for it is usually spent at the discretion of the store. Second, signing the store agreement may cause him to violate the Robinson-Patman Act unless he is willing to sign the same kind of agreement with all competing dealers. He also is required to see that all advertising allowances are used for advertising and not as a price reduction. This burden of proof may become onerous.

Another aspect of cooperative advertising that raises the hackles of national advertising managers is the shady practice called "double billing." Here the merchant asks the newspaper to send two bills to the store, one at the earned rate and another at a higher rate, usually the national rate. This differential averages over 60% but may be as much as 160%. The merchant pays the lower bill and sends the higher bill on to the manufacturer, who then reimburses the dealer for his share of the cost of the ad. Since most co-op programs are set up on a 50-50 basis, the manufacturer is paying more than he agreed upon. Some stores make a cash profit on each co-op ad run.

While double billing has been condemned by various state and national groups, it still is popular among many small newspapers and low volume stores. A survey of Pennsylvania newspapers indicated that double billing is still practiced by 13% of the daily newspapers and 28½% of the weekly newspapers. Only one paper with circulation over 30,000 reported using it.

Many of the newspaper ad managers feel that double billing is justified, even when they do not use it. They say that "the national advertiser has not earned a local rate" or that he should not get the dealer's volume discount rate when he runs infrequent small ads. Of course, by helping the store owner get a greater rebate the newspaper ad manager has a good

opportunity to get additional linage.

Despite the dangers inherent in co-op advertising and the difficulties in administering a program, it is growing. Last year 105 national advertisers spent approximately 20% of their total advertising budget on co-op. Pennsylvania daily newspapers reported that one out of three retail merchants used co-op last year and 18% of their total retail advertising linage was paid for by co-op. Pennsylvania department stores reported that approximately 10% of the money they spent on advertising last year came from co-op allowances, and for those departments that receive co-op funds it paid an average of 36% of the advertising cost.

### Sales Go Up

Is it worth it? Does co-op sell more merchandise? What effect does co-op have on sales? What happens to sales when more money is spent on co-op advertising?

A careful analysis of 40 companies that have used cooperative advertising for an average of 17 years each showed that a 7½% increase in co-op expenditures resulted in a 10% increase in sales to dealers using co-op.

Here is what happened over a four-year span—1950 to 1954. When co-op expenditures jumped from 19% to 22% of the total advertising and promotion budget, the number of eligible dealers who participated increased from 39% to 43% and sales to these dealers rose from 52% to 59%.

Of the 22 companies that spent more of their ad money on co-op advertising, the average increase in co-op expenditures was 7½%, the average increase in dealers participating was 9%, and the average increase in sales to dealers using co-op was 10%.

Of the 12 companies that spent the same proportion of their ad budget on co-op, 10 of them had no increase in sales to dealers using co-op and two companies increased sales 5% each. The average change for the 12 was a 2% increase in dealers using co-op and a 1% increase in sales.

Of the six companies that spent less on co-op, one lost sales to dealers, sales of three increased, and two showed no change. They spent 10% less for co-op, sold to 7% fewer dealers, and dropped in sales to co-op dealers by 1%.

A manufacturer of heating and plumbing equipment once said, "I can give you 316 good reasons why not to use co-op advertising — cheating, headaches, fights, paper work, spotty coverage, sloppy control, etc., ad infinitum. And I can give you one reason for it—it makes sales!" ♦

### Aircraft and Missiles MARKETING HINTS

## Avoid the pitfalls of marketing to the man in the moon

How much profit can your company make by marketing its products for use in one or two experimental space craft?

Obviously, the money that is to be made today in selling to the aircraft and missile industry, must be made by selling to companies and engineers engaged in designing and building quantities of airborne craft.

Aircraft and missiles manufacturing is a practical business—a business that needs practical answers right now in new materials, machine tools, plant equipment, fuels, and components.

Aside from the theoretical astronautics, there is a select group of manufacturing men—design engineers—production men—and procurement people who are working every day to turn out quantities of aircraft, missiles, and rockets. Aircraft & Missiles Manufacturing Magazine has been editorially designed to help you sell your products to these men. 19,500 practical manufacturing men (designers, engineers, and production people) receive A&MM every month. And they like it. And they learn from it. And they want more of it. And your advertising ought to be there.

To help you sell—write for the free marketing booklet "Inside Aircraft & Missiles Manufacturing"—on your letterhead, please.



## Are Your Competitors' Products for Sale Here?

National Home Week, September 7-14, will focus attention particularly on the lumber and building supply dealer. He's come a long way since 1940. Economic conditions have made it possible, since 1945, for the prefabricated home builder to develop mass markets—and to be wooed by producers of raw materials for home construction and equipment for making a home modern. The traditional lumber dealer has found that since 1945 he's been missing a lucrative market, and, even worse from his point of view, makers of equipment have been bypassing him to sell directly to the mass builder.

### 1. "Does your firm carry a regular stock of

	Yes	No
Builders hardware	95.3%	4.7%
General hardware	50.1	49.9
Resilient flooring	53.9	46.1
Power tools	56.0	44.0
Hand tools	64.0	36.0
Plumbing tools	24.1	75.9
Plumbing supplies	39.6	60.4
Plumbing fixtures	36.0	64.0
Electrical supplies and fixtures	39.1	60.9
Paint and allied supplies	74.4	25.6
Kitchen appliances	32.0	68.0
Kitchen cabinets	60.0	40.0
Lawn and garden supplies	35.3	64.7

What is described as "a revolution in retailing" has taken place in recent years as building supply dealers meet the challenge of direct sales to builders. They've become builders themselves, and they carry stocks that make possible direct competition.

When the industry group, Producers Council, conducted a survey by a questionnaire in 24,000 copies of the July, 1957 *Building Supply News*, it uncovered these facts in replies from 637 dealers:

### 2. "The wholesalers from whom you regularly buy are— % of Respondents

Lumber wholesaler	88.9%
Building material distributor	88.2
Woodwork jobber	70.4
Plywood distributor	83.3
Hardware jobber	85.0
Glass distributor	66.1
Plumbing and heating wholesaler	24.7
Electrical wholesaler	25.4
Paint and wallpaper distributor	68.5

3. "Does your firm:	Yes	No
Build homes	32.2%	67.8%
Sell 'shell' type homes	17.2	82.8
Sell complete prefab homes	8.5	91.5
Offer remodeling, repair, alterations"	57.9	42.1

## Lumber Dealers Won't Stay Licked!

Would you be surprised to learn that what you once called the lumber dealer now is a factor in construction of prefabricated homes? He is building 40,000 a year vs. 90,000 for the Levitts and other mass home builders, and growing.

On Sept. 2, Bernard Cherry, president of the 10-year-old Penn-Jersey Lumber Co. of Palmyra, N. J., cut the ribbon at the opening of his new showroom and his fourth permanent model house.

The model houses represent the most interesting part of Penn-Jersey's lumber and building supply business, namely, pre-cutting and assembling of component parts for houses. The four display houses are only a few of the models available to builder- and consumer-customers of the South Jersey firm.

Cherry, who pre-cut 400 houses last year, expects to produce 500 in 1958. He sells houses in the form of a package which includes roofing, insulation, interior wall covering, interior trim and doors. Price of a package

is about \$5,000 — or \$7,550 with kitchen, plumbing, electrical and heating equipment.

The customer builds the foundation. Cherry supplies the materials and his crew puts up the house. He has four crews of four to six men each, working most of the year. A crew gets a house "under roof" in a day, and ready for plumbing and heating in five or six days.

Pre-cut homes comprise 80% of Penn-Jersey's total sales. Forty percent of these houses are sold direct to the public, 60% to builders. Cherry regularly ships his packages in a 30-mile radius, but will ship up to 100 miles free.

Penn-Jersey is typical of a growing trend among lumber yards and building supply dealers. According to

a survey by *Building Supply News*, some 32% of all dealers now build houses.

*Building Supply News* estimates that last year at least 40,000 component houses were produced by dealers. In addition, more than 100,000 conventionally built houses were erected by building supply dealers. By comparison, prefabricated home manufacturers produced about 90,000 houses in 1957.

Jack Parshall, executive editor of *Building Supply News*, characterizes what has happened to the dealer since World War II as a "revolution in retailing."

"When the Levitts and other huge tract builders exploded into the picture in the '40s," Parshall says, "many a tradition-bound, complacent dealer



# A Year-round Business Promoter!

There is no better way to keep your name, products and services constantly before the eyes of those who place orders, than with this completely new and handsome Nascon Month-At-A-Glance Wall Calendar.

Equally valuable in the office or home. Generous spaces are provided each day of the month for noting the many important events of a business or social nature—deadlines to meet, appointments to keep, premiums due, bills to pay, birthdays to remember. Wire-O bound, the past months may be flipped over and retained as a useful record.

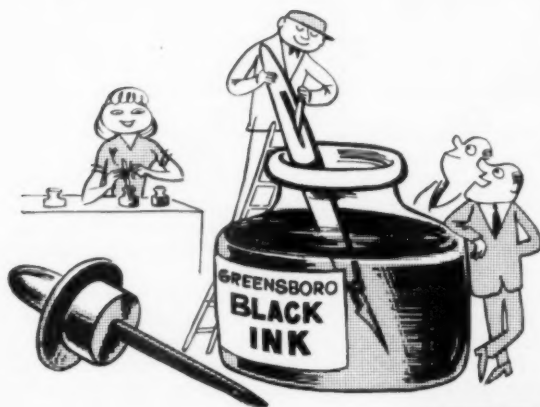
Beautifully designed and lithographed in sepia and green, this new Wall Calendar is truly a unique business gift of exceptional quality and usefulness that will be associated with your Company throughout the year. Send for details and illustrated catalog today!



Specialty Division **NASCON PRODUCTS**  
(Manufactured by Eaton Paper Corp.)

DEPT. 1A, 475 FIFTH AVE., NEW YORK 17, N. Y.

**"This is the size we use for the Growing Greensboro Market!"**



Business is better than ever in the South—particularly in the growing Greensboro market. We need only black ink because the sales outlook is so rosy. Greensboro is 1st in the Carolinas in per family sales, outranking Charlotte and Raleigh; 3rd in the South, outranking Atlanta, Jacksonville and Ft. Lauderdale; 6th in the Nation, outranking Detroit, Cleveland and Dallas. You can't miss when you tell your story in the Greensboro News and Record. Over 100,000 circulation daily; over 400,000 readers daily.

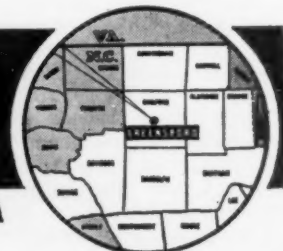
Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!

Write today for your free 1958  
Major Markets Analysis Bro-  
chure of all 280 Major Mar-  
kets.

Sales Management Figures

**Greensboro  
News and Record**

**GREENSBORO, NORTH CAROLINA**  
Represented by Jann & Kelley, Inc.



# THE SOUTH BEND TRIBUNE'S BIG NEW DISCOUNTS

## FOR TEST TOWN, U.S.A. ADVERTISERS

The South Bend Tribune's new general advertising rates offer advertisers new flexibility. Select the contract that suits your needs—and saturate Indiana's 2nd market with only one newspaper, the South Bend Tribune.

- **NEW BULK DISCOUNTS:** You enjoy contract discounts whether you run 500 lines or 100,000 lines in a contract year.
- **NEW FREQUENCY DISCOUNTS:** Whether your frequency is 10 weeks or 50 weeks in a contract year, you benefit from reduced contract rates.
- **NEW PRE-SELL, HARD-SELL DISCOUNTS:** Earn an additional 20% discount in the South Bend Tribune Sunday Magazine by running a schedule in the daily South Bend Tribune.

**Color**

Black and three colors are available daily and Sunday—1,000 line minimum.

FOR DETAILS, CONTACT YOUR NEAREST STORY, BROOKS & FINLEY REPRESENTATIVE LISTED BELOW, OR WRITE US.

New York City—N. Y. Central Bldg.  
Phil., Pa.—Fidelity-Phila. Trust Bldg.  
Chicago, Ill.—Prudential Bldg.  
Los Angeles, Cal.—1651 Cosmo St.  
Cleveland, Ohio—1900 Euclid Ave.

Atlanta, Ga.—933 Healey Bldg.  
Boston, Mass.—Statler Bldg.  
San Francisco, Cal.—703 Market St.  
Miami, Fla.—200 S. Miami Ave.  
Detroit, Mich.—1775 Penobscot Bldg.



**The  
South Bend  
Tribune**

Franklin D. Schurz—Editor and Publisher

was stunned. And then he woke up. Here were manufacturers courting and selling the big builder direct, bypassing the traditional retail dealer channel.

"The small builder—the one-to-20 houses a year man—was still the biggest factor in the business, and he continued to buy from the dealer. But the shock had awakened the dealer and he's been growing more awake ever since."

### Source of Capital

In small communities, the lumber dealer frequently is the most important source of capital for home financing and land development. Even in sizable cities, dealers engage extensively in interim financing.

For example, Flint Lumber Co., Flint, Mich., currently derives about half its total sales from carrying short-term mortgages on 75 to 100 "sweat equity" houses a year (the buyer himself supplies some of the labor or "sweat"), plus another 75 to 100 houses which are controlled sales through one local contractor. The remaining 50% of the yard's business is regular contractor and consumer retail trade.

DeForest and Hotchkiss Lumber

Co., New Haven, Conn., bought and surveyed a 142-acre tract, and divided it into sections for development. The company invited builders in the area to build component houses. The components would, of course, be supplied by the lumber yard. Eight builders accepted the invitation and the first section, containing 51 sites, was sold out in 10 weeks.

The builders are happy because of the lack of headaches in design, construction, land procurement and home sales. The lumber dealer is happy because he has stimulated a large-scale demand for his products and services.

Components are house parts, as opposed to pieces, like 2x4's. If you build a house with wall panels fabricated in a dealer's yard, you're doing component building. If you build a house with pieces assembled on the


house site, you are doing conventional building. Components include wall panels, roof trusses, floor, ceiling or roof panels, storage walls, prefabricated plumbing walls or trees, prefabricated chimneys, and other pre-assembled house parts.

About half of the 40,000 pre-cut houses produced by dealers are manufactured by the Lu-Re-Co system, a method developed by the University of Illinois Small Homes Council under an arrangement with the Lumber Dealers Research Council. Lu-Re-Co standardizes on the 4-foot module, i.e., components are measured in multiples of four.

Only a small fraction of the nation's lumber dealers are members of the Lumber Dealers Research Council, and a smaller fraction (around 1,200) are using Lu-Re-Co. Some have adapted Lu-Re-Co to their own panelized building systems. Some hide Lu-Re-Co behind other names, often to escape the stigma attached in the early prefab days to "nonconventional" building.

However, now that Lu-Re-Co is becoming nationally promoted and advertised by major manufacturers of products used in conjunction with it, more and more dealers are exploiting the Lu-Re-Co label. ♦





**A NEW FORCE ENTERS SOUTHEASTERN TV...**

## **WTVJ BUYS WLOS-TV**

WTVJ-Miami, for 10 years decisively first in South Florida, proudly announces the purchase of WLOS-TV, Asheville-Greenville-Spartanburg.

The same skilled, aggressive, and experienced management developed at WTVJ will now add new dimensions of greatness to a station already offering formidable advantages:

- A giant market of 62 counties in 6 states with 425,360 TV homes.
- TREMENDOUS COVERAGE PROVIDED BY THE SOUTH'S HIGHEST TOWER, 6089 FEET ABOVE SEA LEVEL.
- The only unduplicated network coverage of Asheville-Greenville-Spartanburg . . . making WLOS-TV the market's only single-station buy.

*(Data from NCS #3)*

*Ask our station representatives for the exciting story of the new WLOS-TV and its vast market today!*

# **WLOS-TV**

**UNDUPLICATED ABC FOR  
ASHEVILLE • GREENVILLE • SPARTANBURG**

*Represented by Venard, Rintoul & McConnell, Inc.  
Southeastern Representative: James S. Ayers Co.*



"B" is Benign  
And not very deep.

Without stimulation,  
Radio puts him to sleep!

To keep listeners wide awake, radio must be programmed with stimulation and vitality plus appeal to the wide variety of individual tastes that make up any market.

In Greater Los Angeles, KHJ with FOREGROUND SOUND has been providing its listeners with this kind of programming for 36 years.

Through news, commentary, sports, quiz, dramatic and variety programs, KHJ delivers listeners who pay close attention to the programs of their choice and consequently to the commercials within and around it.

Never underestimate the variety of tastes that make up the Los Angeles market. Here is a medium programmed to satisfy them all.

**KHJ**  
**RADIO**

LOS ANGELES  
1313 North Vine Street  
Hollywood 28, California  
Represented nationally by  
H-R Representatives, Inc.



## "Suspect—Prospect—Customer": Know This Tested Direct Mail Formula ?

Through it you eliminate many speculative "dead-end" calls. It's a useful technique, too, for finding the new prospects most companies are seeking in today's tough market.

By JAMES J. CURTIN

How should direct mail be used?

Ask this question of 1,000 different firms, advertising agencies, direct-mail consultants and you'll get 1,000 different answers. In all probability, every answer would be right, justifiable and profitable if pursued.

However, direct mail, this year particularly, will have the sales manager's eye focused on it as a tool to help bolster sagging sales, and it can do just that. We are in a period that presents many challenges to salesmen. Direct mail, properly used, can help the sales department meet these challenges head on and come out on top.

If you are looking for a way to use direct mail to its most effective limit at a low budget figure, then critically examine the "Suspect-Prospect-Customer" method. It's really quite simple, and its effectiveness will put good leads into the hot little hands of your salesmen. It's certainly no secret that a salesman's time is more effectively spent on an appointment call than it is on a cold call, and the "Suspect-Prospect-Customer" method is designed and carried out with just one objective: Give the sales force tangible leads to follow up and close with a minimum number of cold presentations and lost time. It works this way:

Every business has a large number of Suspects who are potential buyers of its particular product or service. Within this group of Suspects is a group of Prospects, much smaller in number, but interested in the product or service being offered. Yet the sales manager doesn't know who they are and the salesman finds out only by making cold calls.

Direct mail can help you separate the Prospects from the large group of Suspects most economically:

1. Two to four mailings are prepared to go to large groups of Suspects. Each mailing offers either product literature, sample or prices.

2. When a reply card from these mailings is returned requesting the literature, you have a Prospect, some-

one with at least a curiosity about your product or service.

3. After a group of Prospects is built, you go to work with an intensive direct mail program. Personal, automatically-typed letters, carbon-copy follow-ups, samples, gadget mailings, unusual formats, pop-ups, odd-name mailing points and many other novel approaches can be used to get the attention of the Prospect and pre-sell him.

4. The Prospect list is continually broken down by response and salesman's follow-up. You continue to feed the Prospect list from time to time with periodic Suspect mailings thus insuring growth of new Prospects.

The result is an extremely effective direct-mail program at a very low cost to you, because:

a. The large Suspect mailings are designed to be inexpensive in nature.

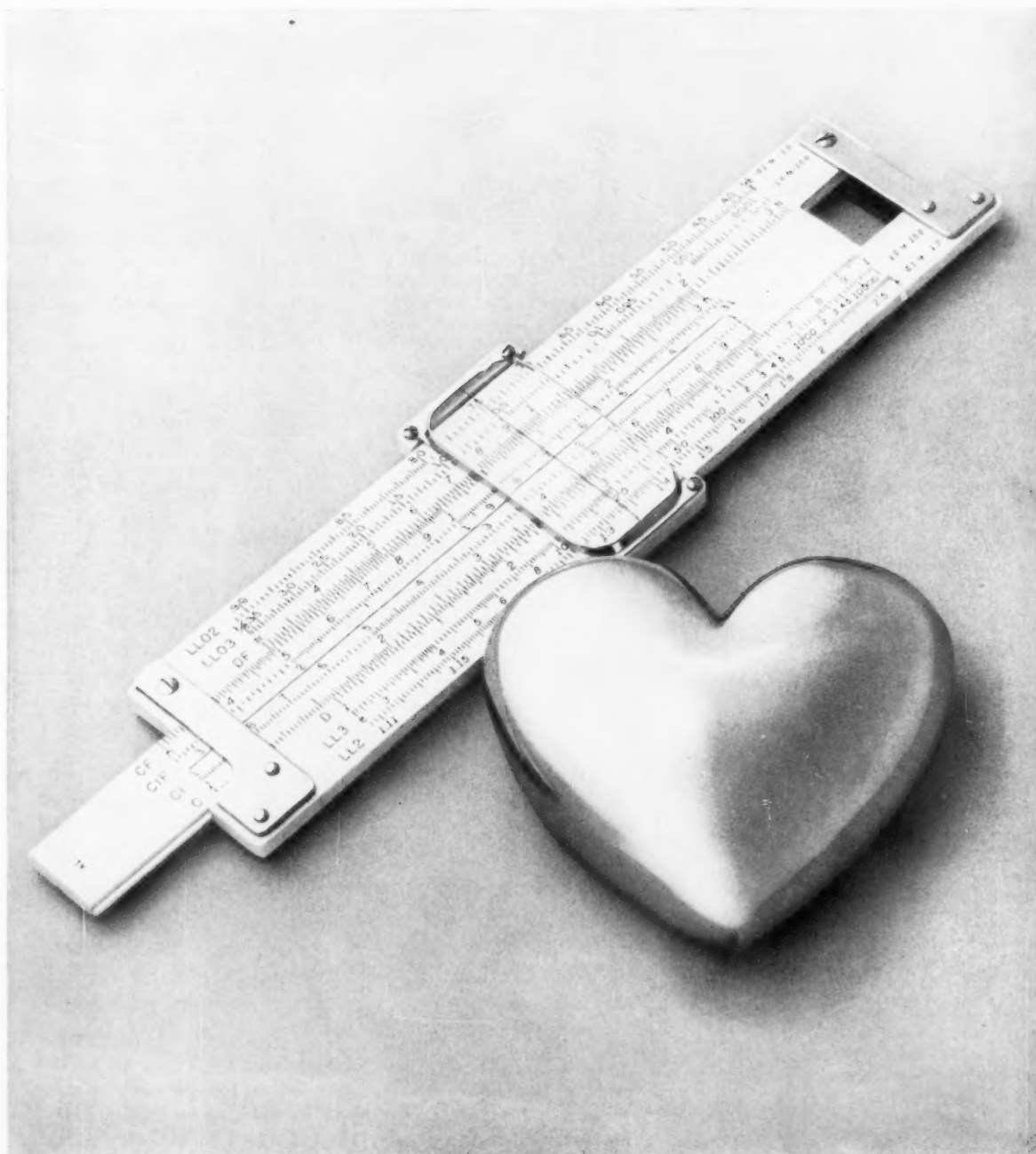
b. The Prospect mailings go to small groups—usually 200 to 1,500 names. Consequently, you can make the mailings interesting and unusual.

For example, if you were the manufacturer of a piece of industrial equipment, you could mail an actual lemon to a prospect and use copy like this: "SAVE THIS LEMON . . . It will be the only one you'll ever get from . . . ." Obviously you couldn't mail a lemon to 5,000 or 10,000 Suspects, but you could certainly mail it to 200 or 300 Prospects. And you can bet your best salesman the Prospect will sit up and take notice.

There's no doubt you can do much more with 300 or 800 Prospects than you can with 3,000 or 8,000 Suspects, from the standpoint of effective mail sales presentations as well as salesman follow-up and presentation.

Try the "Suspect-Prospect-Customer" method of direct mail. You'll get better than your fair slice of your market. ♦





Statistical or emotional? Which is the stronger appeal? Advertising may start with *either* the click of a slide rule or the tick of a heart. And

the agency that knows *when* to listen to *which* usually ends up with an appeal which brings in the *best* results in sales.

**YOUNG & RUBICAM, INC.**

*Advertising* • NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO • LOS ANGELES • HOLLYWOOD • MONTREAL  
TORONTO • LONDON • MEXICO CITY • FRANKFURT • SAN JUAN • CARACAS

SEPTEMBER 5, 1958

67

## THE SCRATCH PAD

By T. Harry Thompson



With the start of another school-term, I wonder why the ubiquitous western is so dedicated to bad grammar? Between westerns and so-called comics, how are our kids going to learn the king's English?

"Thoughts for today: Think! Snile! Chim up! Keep a stiff upper limp!" — *The Parkersburg (Pa.) Post.*

The nimble-witted Fletcher Kneble has the Detroit slump demoting General Motors to Colonel Motors.

A factotum in our mammoth apartment-compound has "Ivory" embroidered on his uniform. I haven't yet had the abdominal investiture to ask him whether his last name is "Tower," "Soap," or "Coast."

Alcoholics Anonymous pit will-power against swill-power.

Bea Westcott saw this sign on the back of a Nut-O-Var Varnish Company truck in St. Petersburg: "The Merchant of Varnish." The same correspondent sends a riddle: What has four legs, yellow feathers, and weighs a thousand pounds? Answer: Two 500-pound canaries.

Nice passage by Cunard: "Lovely people, a lively crossing, a great vacation to and from Europe. The timeless peace of sea, sky, and sleep has unwound your tensions."

Rhythm-section: "From the snows of Fujiyama to the sands of Florida." —*Lockheed.*

A hot-rodder's best friend is his motor.

Neat coinage by *The New York Times Magazine*: "Summer Lounge-rie."

Digital computer: A guy who counts on his fingers.

Bert: "You say she married an old dodo?"

Myrt: "What I said was, when she got him, he was ex-dividend."

Switch by Burry's Cookies: "Yum's the word."

In *Times Talk*, paronomastic pundit Ruth Adler had sports-writer Allison Danzig photographed against a tennis-court background, and then captioned the piece: "Allison Danzig: Net Prophet."

Want to live to be a hundred? Art Linkletter told how: Drink a glass of milk every morning for 1200 months!

Nit: "What did the papa mouse say when the baby came?"

Wit: "Just another mouse to feed."

For colorful cataloguing, it would be hard to top this line from *Dragnet*: "He's a no-talent slob!"

Add Steve Allen's book-game: "Summer Unbound," by Anita Loos; "The Mackerel Plaza," by Hamilton Fish; "A Friend in Power," by Con Edison; "Inside Russia Today," by Max Baer; "Thoughts in Solitude," by the Lone Ranger; "The Magic Barrel," by Gary Cooper; "The Cat-temen," by John Bull; "Tall in the Sight of God," by Stanley High.

Jacob Reed's Jack Hesketh says that, when a mink wants to give another mink a nice coat, he gives it a vicuña.

I like the *Grit* version better than the original: "If at first you don't succeed, try something easier."

## No Time for Neophobes

If I were trying for my Ph.D. on the subject of What Made America Great, I think I would have to say that Americans have *no time for neophobes.*

It is our native willingness, nay eagerness, to discard the old and embrace the new which mainly distinguishes us from other anthropoids.

The spinning-wheel of our maternal ancestors became a museum-piece as soon as they could buy yarn by the skein and thread by the spool.

Today's target for every salesman, every copywriter, must be to foster obsolescence . . . even if we have to *shame* people into *heaving* the old and *having* the new.

I see TV sets here and there which should be put to the torch. Why don't we tell people to scrap these monstrosities and buy the truly improved new sets?

Who besides Jimmy Melton would be seen today in a Model-T Ford? Even though Detroit was the first to feel the pinch of the recession, it has done a nice job of discouraging us from driving that 2-year-old heap.

The electric-shaver people, in my opinion, should be doing an industry-job instead of competing with other electrics. What about that vast unconverted market?

With a couple of sweaters and two pairs of slacks, we could stave off buying new clothes for a long time. But wouldn't it be silly?

If we bought only what we *needed*, the economy would go down the drain. The "big O" is also Obsolescence. Let's promote it proudly!

# NOW—4 colors in Reader's Digest cost only 13.1% more than black & white

One of 7 ways your advertising dollars can work harder in 1959: 4-color advertising in Reader's Digest now costs less per thousand than black & white in any other leading magazine.

For a fraction of what you would pay elsewhere, you can now enjoy in Reader's Digest the enormous advantages of full color, with its appeal to the eye, its power in creating package identification. A 4-color page—bleed or non-bleed—will cost only \$38,750. That's only \$3.30 per thousand circulation, less than a black & white page costs in any other leading magazine. And these 1959 values can begin in 1958!

Just think what extra attention your advertising can now get: 4-color advertisements in the Digest get 91% higher noting, on the average, than black & white.



## A telephone call from out of town takes the blues out of the night

Talking over the telephone with someone who's out of town can brighten the evening at both ends of the line.

So much can be said in a telephone call. Why not call right now?

**BELL TELEPHONE SYSTEM**  
Call by Number. It's Twice as Fast.

YOU SAVE MONEY WHEN YOU CALL STATION-TO-STATION Instead of Person-to-Person			
For example:	First 3 Minutes Person-to- Person	Station-to- Station	Each Added Minute (applies to all calls)
New York to Baltimore	85¢	55¢	15¢
Cleveland to Chicago	\$1.15	75¢	20¢
St. Louis to Omaha	\$1.20	85¢	25¢
Albuquerque to Los Angeles	\$1.65	\$1.10	30¢
Boston to Miami	\$2.25	\$1.50	40¢

These rates apply nights after 6 o'clock and all day Sunday. Add the 10% federal excise tax.

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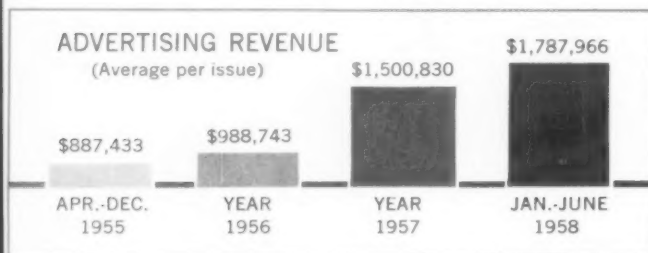
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# In planning your 1959 advertising schedule consider these 7 new advantages in Reader's Digest

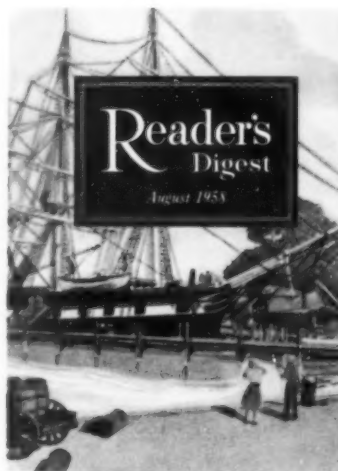
On top of its record-breaking circulation and advertising gains,  
Reader's Digest now brings seven new basic benefits to advertisers:

- ★ 4-color advertising for only 13.1% more than black & white
- ★ Half pages in U.S. Edition for the first time
- ★ 2-color advertising at the same cost as black & white
- ★ All advertising placed adjacent to editorial matter
- ★ Bleed-page advertising—40% more space—at no extra cost
- ★ New 11,750,000 circulation rate base
- ★ Lower cost-per-thousand for 4 colors than any other major magazine offers for black & white

35 million readers each month! Three factors make advertising more effective in the Digest. It has not only the largest magazine audience in the world, but the best coverage of the top-income groups. And it has a built-in believability unmatched by any other magazine and unapproached by any other medium. Put Reader's Digest to work for you—all through 1959. Call MURRAY HILL 4-7000.



So far in 1958, advertisers have invested 19% more in Reader's Digest than in the same period last year—proof of their successful use of the magazine.



People have faith in  
**Reader's Digest**

*Largest magazine circulation in the U.S.—Over 11,750,000 copies bought monthly*



## WORTH WRITING FOR...

### Market Evaluation

Sixth annual market analysis of Metropolitan Area sales rankings, designed for quick reference for sales and marketing executives who are looking for sales direction and sales specifics in selection of markets important to them in the sale of their products. It presents complete sales ranking by dollar volume of all 280 Metropolitan Market Areas in the basic sales classifications plus the exclusive gain or loss comparison for these markets with 1957 SALES MANAGEMENT figures over 1948 Bureau of Census figures and the 1957 SALES MANAGEMENT figures over 1954 Bureau of Census figures. In addition, there are: a listing of the nation's top 100 Metropolitan Market Areas by dollar volume in descending order; ranking of the South's top 25 Metropolitan Market Areas in the basic sales classifications by dollar volume in descending order, and complete North Carolina county-city data. For your copy of "1958 Major Markets Analysis," write to George Lemons, Advertising Director, *Greensboro News and Record*, Greensboro, N. C.

### The Fox Cities

Eleventh annual "Consumer Buying Habit Study" covering the Appleton, Neenah-Menasha A. B. C. City Zone known as the Fox Cities. It presents data on buying habits and brand usership plus distribution for food and grocery products, drugs, toiletries and cosmetics, liquor, wine and beer, soaps and cleansers, cigarettes and cigars, appliances and television sets, gasoline and fuel oil. In addition, there is information about automobile ownership, shopping habits, population and housing. For most product classifications, five-year comparisons are published. Copies may be obtained from Kenneth E. Davis, Manager, General Advertising, *Appleton Post-Crescent*, Appleton, Wis.

### Container I. Q.

Annual expenditures for containers of all kinds now amounts to over \$10 billion. This guide has been prepared to help sales and marketing executives to become more informed about container design. It explains color as a psychological tool to help attract attention for impulse sales, aid in memory recall for repeat sales, help develop a favorable product

image, and the graphic impact for effective display and capacity to sell. There is also a check list for container merchandising requirements and opportunities (copy, family relationship, type of market, methods of distribution, consumer convenience, display, competition, illustration in advertising media). For your copy of "A Businessman's Guide to Container Design," write to Bart Page, Advertising Manager, J. L. Clark Manufacturing Co., Rockford, Ill.

### A Fast-Growing Market

It's the Norfolk-Portsmouth Metropolitan Area, now among the 10 fastest growing major markets in the nation. In eight years it has gained more than 120,000 new citizens, upping its population to 566,567. The largest metropolis in Virginia, it ranks eighth among the top 20 southern Metropolitan Areas and 43rd nationally. By 1965, it is forecast, its Metropolitan Area will advance over nine other cities to 32nd place. Retail sales in 1939 were \$87,822,000; in 1956 they reached a record level of \$560,312,000. For detailed data on its phenomenal growth, write to Clarence H. Osthagen, Vice-President and Executive Director, Tidewater Virginia Development Council, 300 Boush St., Norfolk 10, Va.

### The Motor Empire

This 16-page booklet lists and describes 35 research reports and marketing aids designed to help sales and marketing executives measure the 15-county Detroit retail market, determine sales potentials, and plan advertising. "Interurban" changes have been taking place in Detroit for several years. Nearly all research projects described in this booklet have taken these important changes into consideration. The reports range from a complete food marketing data kit, a census of dog population, to liquor and wine sales analyses, data on the Detroit furniture market (including figures on city vs. suburban purchases, major markets ranked by income measures and ideas on pre-selling furniture brands), and a study of buying habits and purchasing attitudes of the used car buyer. For your copy of "A Marketing Man's View of America's Motor Empire," write to Fred Lowe, *Detroit Free Press*, Detroit 31, Mich.

### The Youth Market

According to this study, during the next decade the expanding youth market will be Sales Target No. 1 for many advertisers. Every day 10,000 new prospects move into the youth market. Youth and people over 40 are increasing in number while the population between 25 and 39 is declining. Data include percent of population increase or decrease 1950-1965, by age groups; total yearly births in the U. S. 1936-1956; youth market 1950-1965; teenage population (13-18 years inclusive) 1950-1965; teenagers' spendable income (more than \$9 billion annually); median age of first marriages. Copies of "Hey, Mister! Your Market's Shifting" may be obtained from Richard A. Feldon, Richard A. Feldon & Co., Inc., 205 E. 42nd St., New York 17, N. Y.

### "The Personal Touch"

In this presentation of radio spot advertising, the current controversy over adult-type programming vs. the top 40 format receives new fuel. It cites facts and figures to prove that personality programming sells, and it introduces more than 200 "fast-acting remedies for marketing headaches"—radio personalities who use the personal touch to sell the client's product or services in 14 major markets. Included are data from studies conducted by RAB—The Pulse, Inc.; Motivation Analysis, Inc., and comments from Edwin W. Ebel, former chairman of the Association of National Advertisers, and Dr. Albert T. Poffenberger, author of "Psychology in Advertising." Copies are available from Fred Haywood, Promotion Director, CBS Radio Spot Sales, 460 Park Ave., New York 22, N. Y.

### "Captive but Not Caged"

Market study by Market Facts, Inc., to illustrate the nature and quality of *The Lion Magazine* readership market. Based on an unbiased sample of over 1,000 Lions Club members obtained by personal interviews, it covers: businesses and professions they are engaged in; purchases they originate and control; traveling for business and pleasure; annual incomes; income-producing property owned; what they own or plan to buy in the way of home equipment; automobile ownership; how many are farmers. Copies of the study are available from Robert F. Chana, Advertising Manager, *The Lion Magazine*, 209 N. Michigan Ave., Chicago, Ill.

# new press

mechanical  
modernization  
in



# SALT LAKE

## Greater color availability

A complete mechanical modernization, including 10 new Goss Headliner units, went into operation September 1. More speed... quality... and color for the 1 1/2 million persons in the Intermountain Market. During the first 6 months of 1958, the Salt Lake Tribune ranked third in color lineage among all morning papers and the Deseret News and Telegram ranked second among all evening papers. Sell the colorful West with the only local medium with color, Salt Lake City's two great metropolitan newspapers.

**The Salt Lake Tribune**  
(MORNING & SUNDAY)

**DESERET NEWS** AND  
Salt Lake Telegram (EVENING)



Represented Nationally by MOLONEY, REGAN & SCHMITT, Metro Comics Network.

## Tools for Selling

# How to Make Sure Your Next Sales Aid Sells

"If just one of our men gets some value out of this, then it will be worthwhile."

Sound familiar? How many times have you said that yourself when discussing a new sales tool or aid which you were sending out into the field? That statement may sound familiar, but to some it also sounds unrealistic.

Herbert E. Krugman, of Richardson, Bellows, Henry & Co., Inc., management consultants, believes that organizations which habitually bombard field salesmen with unwanted and useless sales aids thinking "one man may make it worthwhile," are doing quite a bit of self-damage.

He explains: "First, because they indicate a lack of appreciation for what the *right* sales aid can do. Second, because it gives the salesmen the cynical idea that the home office has no real appreciation of what their jobs are like."

Krugman does not advocate time consuming field evaluations of sales aids. That too is unrealistic. His proposed solution to finding worthwhile, effective sales aids is a brief check list or questionnaire. He says that "any policy of systematic evaluation is likely to screen out a large percentage of useless or actually harmful sales aids."

In a four part "check list for evaluating sales aids," Krugman suggests objective and detailed answers to such questions as:

1) What is the purpose of the sales aid under evaluation?

2) For what salesmen and products is the sales aid intended?

In describing the sales aid, the sales executive should ask himself whether the following statements are true, untrue or not applicable:

1) Color should be changed.

2) Takes a lot of practice to get used to it.

- 3) Cannot be used with large groups.
- 4) Only a very skilled man could use it.
- 5) Salesmen would dislike it.
- 6) Fails to stress the important points.
- 7) More elaborate than it needs to be.
- 8) Doesn't fit in with training program.
- 9) Creates interest very slowly.
- 10) Insulting to the prospect.
- 11) Use of the aid would be frequently misunderstood.
- 12) Is awkward to take on calls.
- 13) Would distract the prospect from the main purpose of the call.
- 14) Poorly manufactured.
- 15) Continued use would cause fatigue or monotony.
- 16) Would dull the initiative of the salesman.
- 17) Would make the salesman overconfident.
- 18) Out of date.
- 19) Omits too much.
- 20) Too many distracting details.
- 21) Messy to use.

22) Lettering is unclear.

23) Expensive.

24) Requires maintenance.

25) Too much like a puzzle.

26) Takes too much time.

27) Easily damaged.

Part three of the check list is composed of ten questions. Krugman suggests writing out the questions, leaving room for detailed answers.

1) List the specific situations, uses, or ways in which this aid will be of help to the salesman.

2) Are any habits or attitudes developed by the salesman in using this aid which might interfere with good sales technique or which might hold back improvement in his technique?—If "yes," what are they and how will they interfere?

3) Is the aid appropriate to the ability and experience of the salesmen for whom it is intended?—If "no," how does it fail?

4) Describe the attitudes salesmen are likely to have when they start to use the aid.

5) Will the salesmen resist use of the aid?—If "yes," how will they show this resistance, and how can it be eliminated.

6) Will the aid stimulate competi-





how  
to  
dress  
up  
your  
CATALOGS  
at  
lower  
cost



## CATALOGS

Appearance counts. Practicality counts. Flexibility, durability, economy count. And you can have them all if you use Accopress Binder covers for your catalogs.

Accopress Binders come in 5 colors, may be printed or embossed as you wish. They're loose-leaf, lie flat,

open flat, stand plenty of handling, can be expanded as desired, have no expensive, space-wasting mechanisms. Their low cost is famous. Write us your needs or ask your stationer to show you the complete Acco line for keeping papers together and safe in every department of your business.



The Accobind Binder combines loose leaf convenience, large capacity and economy. Ideal for Catalog Covers.

When transfer time comes just slip the bound papers from the Accobind Folder. Insert a new Acco Fastener and the Folder is ready for another year's filing.



**ACCOBIND folders**

**PING-PRONG binders**

**ACCOPRESS binders**  
(for marginal multiple punched forms)

**ACCO clamps**

**ACCO punches**

**THE ACCOWAY SYSTEM**  
(for filing Blueprints and all large sheets)

and other filing supplies

**ACCO PRODUCTS**

A Division of NATSER Corporation

Ogdensburg, New York

In Canada: Acco Canadian Co., Ltd., Toronto

tion between salesmen?—How?

7) What are likely to be the attitudes of trainers, assistant managers, and managers toward use of the aid?

8) Will they show any resistance to its use?—If "yes," explain how they will show this resistance, and how it can be eliminated.

9) What effect will the attitudes of the trainers, assistant managers, or managers have on the salesmen?

10) List the deficiencies of the aid. How can each be remedied?

The final step is to give your overall estimate of the value of the sales aid. Check only one of the following statements in summing up your opinion of the aid in question:

1) Salesmen would be handicapped through use of the sales aid because of bad habits or attitudes acquired through its use.

2) It will not make any difference. Use of the aid contributes nothing

new to the technique or effectiveness of the salesman.

3) Aid is not really needed. It is no more effective than the salesman's own way of making the point.

4) This aid will be of some help but there are other ways of getting the same results which are equally or more effective.

5) The salesman can improve his performance in other ways, but all in all this aid will do the job very nicely.

6) The aid is very effective. It will do the job for which it is designed.

7) Impossible to acquire the benefit provided by this aid in any other way.

Krugman emphasizes that the check list can and should be altered and improved to fit local situations. When considering a new sales aid it is also wise to have check list evaluations made by your branch managers, sales trainers, or a sample of the salesmen themselves.

## Do Salesmen Use Aids? One Question Gives the Answer

What happens to the sales tool after it goes to the men in the field? R. D. Brown, assistant general sales manager of the Systems-Photo Records Department of the Remington Rand Div.—Sperry Rand Corp., admits that "nobody can force a salesman to use a specific sales tool or promotional unit."

But after investing a substantial amount of money into the production of a sales aid, the sales executive wants to know if his men are using it.

Brown relates: "A little more than a year ago we designed, produced and distributed to our 800 System Division salesmen a hard-covered, fully illustrated sales tool known as the Systems Comprehensive Sight-Seller for office equipment sales.

Brown describes the sales aid's introduction as an unqualified success. But: "After a year we began to wonder whether the Sight-Seller was still being used. As we figured, the newness had worn off. The fanfare had died down."

The decision was made to question the 800 salesmen on the use of the Sight-Seller. Says Brown: "We were going to find out when, how and under what specific selling situations they used the Sight-Seller. But, while preparing the questions, we realized that we were trying to make our salesmen assume a responsibility in which they had no real part. We could

get little useful information about the Sight-Seller if we asked a battery of questions which the salesman might feel constrained to answer in a way which would please the home office. We wanted a response from the men which would be uninhibited. We wanted honest answers given willingly without pressure on our part."

So RemRand "broke all rules" and threw out the long list of questions which had been composed. Instead, a "one question questionnaire" calling for a yes or no answer was mailed to the salesmen.

The question: "Do you use the Systems Comprehensive Sight-Seller?" Room was left for remarks.

The result: "A week later we had 200 replies and by the end of the month we had 60 more."

Brown calls the number of returns "in itself an accomplishment." But he says, "More important was the fact that we received honest no's from salesmen who, for one reason or another, were not using the Sight-Seller. And most important was the freely offered comment by the men who willingly passed on to us their experiences in using the piece."

Brown says the types of answers received have "set up a guide for the production of future promotions and revealed a number of key selling problems which we must solve."



## You Can Still Get Reprints of These Articles

To order, write Readers Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y., enclosing reprint number, quantity desired and remittance.

### "Dividends vs Development"

By Philip Salisbury, Editor and Publisher, SALES MANAGEMENT. This article presents a strong argument for maintaining a high level of selling and promotional activity now to insure the future. Now's the time to lay the groundwork to capitalize on the upswing expected in the 60's. Reprint No. 358 Price: 10¢

### "The Recession is Over!"

By Peter B. B. Andrews, Chairman, SALES MANAGEMENT's Future Sales Ratings Board. A careful analysis of the state of our economy as of mid-summer, and future sales ratings on 114 industries for the third quarter and the next 12 months. Reprint No. 357 Price: 10¢

### "New Concepts in Setting Sales Quotas and Potentials"

By Dr. Jay M. Gould, Research Director, SALES MANAGEMENT's Survey of Buying Power. Through special assemblies and analyses which can now be provided through IBM cards carrying Survey data, manufacturers can obtain data which will enable them to do more exact forecasting and planning. Article summarizes typical problems and solutions. Reprint No. 359 Price: 35¢

### "Sales Projections to 1961-63 of 734 Public Corporations"

A special study made for SALES MANAGEMENT by The Value Line Investment Survey. Informed "guess-timates" of how a large group of big-name firms will be faring several years hence. Reprint No. 362 Price: 50¢

### "Private Brands Gain Strength in Food, Hard and Soft Lines"

A staff report directed by Lawrence M. Hughes and George P. Nicholas. The picture varies from industry to industry. This article reports on present policies of many big food chains, department and variety stores, touches on tires, gasoline, liquor, drugs. An unvarnished analysis of the kind of competition national brands face today, and will be facing tomorrow. Reprint No. 361 Price: \$1.00



## When you ship, title passes, and your credit risk begins

Sales problems that stem from this situation may be avoided with accounts receivable protected by American Credit Insurance . . . for credit insurance aids sales in many ways.

It can facilitate approval of a larger line of credit than might otherwise be justified, because without credit insurance there could be too high a concentration of risk in one customer or one industry.

Also, there are cases where a company, having experienced a substantial credit loss, will go through a period of over-caution, which tends to restrict sales activity. Credit insurance, by relieving management anxiety, eliminates this type of sales encumbrance.

Again, by providing a practical guide to credit limits—helping to determine desirable customers—credit insurance promotes harmony between sales and credit departments.

Credit insurance promotes financial stability and sales progress. Our booklet on this subject should interest you. Write AMERICAN CREDIT INDEMNITY COMPANY of New York, Dept. 59, 300 St. Paul Place, Baltimore 2, Maryland.

Protect your capital and profit  
invested in accounts receivable

with

# American Credit Insurance

ANY ACCOUNT . . . NO MATTER HOW GOOD . . . IS BETTER WITH ACI

**BUY DIRECT FROM  
MANUFACTURER and  
SAVE up to 60%**

ON DU PONT  
**MYLAR®**  
Sheet Protectors

(See Ad on Page 107)

- EXTRA-THIN
- 5 TIMES AS STRONG
- PUNCHED HOLES WON'T TEAR
- LONG WEARING

100 Crystal-Clear .002 ga  
MYLAR Sheet Protectors,  
11" x 8 1/2", punched with  
3 oval holes for standard  
binder. Black album pa-  
per insert. Usually 25c  
each. . . . **\$15**

**250 — 12c ea. 500 — 10c ea.**

Additional Savings on Larger Quantities.  
Wholesale Stationers' Inquiries Solicited.

**AMERICAN**

*Kleanthi* **PLASTICS, Inc.**  
Dept. SM, 76 Madison Ave.  
New York 16, N. Y.

## 1000 IDEAS ONLY \$10

Successful ideas from  
successful companies on  
SALES, MERCHANDISING,  
ADVERTISING, PROMOTION!

Each month, for a year, you are sent  
sales-tested, profitable experiences . . .  
showing results produced . . . as reported  
in the nation's leading business and trade  
publications. Adapt them to your own  
profitable use. Worth many times the  
\$10 you send!

**BRIEFED**

400 Madison Ave., (Dept. S) N. Y. 17

## IDEAS

For Building Business with:

- BINDERS
- FOLDERS
- PRESENTATIONS

JUST PUBLISHED — 116 page booklet  
for every business need . . . **YOURS FREE**

**Write Today**

**ELBE** ELBE FILE & BINDER CO., INC.  
FALL RIVER MASSACHUSETTS

ONE OF AMERICA'S LARGEST MANUFACTURERS OF LOOSE-LEAF PRODUCTS

DEPT. SM-5

## Mail Promotion

**BY JANET GIBBS**

**Sales Promotion and  
Direct Mail Counsel**

## Ideas

Young & Rubicam's ad in the July 4 issue of **SALES MANAGEMENT** was pithy, pointed and promotion wise. Its three short lines of copy offer a measuring rule for all kinds of advertising:

"Important question: how good does your advertising look?

"Even more important question: how hard does it work?

"Always ask both."

Circulation Associates, big N. Y. direct mail production house and lettershop, is running a series of space ads which are being developed into most effective mailing pieces. Each one introduces a new personality, a new department, another phase of customer service. Layout and production are simple. An ad may feature just a photograph and copy that mentions the background and experience of a staff member, with a few words about how CA has harnessed that experience to offer a superior service.

## The Specialist



The fourth in a series

This whole series is a refreshing change from the usual hard sell. And while the story of customer service may be the same as can be told by most manufacturers and service organizations, CA has succeeded in making it warm and human. Most of us prefer to do business with people, not organizations. Write Ed Lustig at 226 West 56 St., New York 19, for samples.

Write **Hammermill Paper Co.**, 1538 E. Lake Road, Erie 6, Pa., for a free copy of a useful booklet titled "Very Promptly Yours." It contains some useful ideas for speeding up the responses to your daily mail. Almost nothing kills more sales than slow handling of

inquiries. I've found too many advertisers taking anywhere from 48 hours to three weeks to handle inquiries. Whether the mail you get contains requests, orders or complaints, those letters should be handled within a 24 to 48 hour period.

Write John Rochow of **W. S. Ponton Inc.**, Englewood, N. J., for a free copy of a brand new catalog of mailing lists. It is indexed according to industry, rating, state, city, etc., and I've always found this book a help in planning a marketing or mailing program.

**Brookmire Investors Service** recently used a mailing that was effective because of smart timing and copy tie-up. The format was a simulated telegram—not a new idea. But with crisp, telegram-style copy and a sales story tied in with the world crisis, the whole "package" sounded and looked urgent and authentic.

Maybe your product or service won't tie in with the world picture. But when you want to put across a fast-reading, fast-moving and fast-producing sales story or announcement, this is a format and copy style to consider.

Speaking of direct mail copy, don't you agree that soft-pedaling cliches like these will improve any copy?

Act now. (Maybe he'll act better, be more responsive tomorrow!) Supply is limited. (Is it? Can't you buy or produce more?) Get yours today. (Won't you sell him tomorrow?) For a limited time only. (What's the limit? And why?) Mail today. (Will you reject the request or order if it is mailed tomorrow?)

Absolutely free. (If it's free, it's free. Why the qualification?) Absolutely without obligation. (No obligation says it!) Free gift. (What is free about a bonus given with an order?)

And you don't have to shout to be heard. Don't you resent it every time you read brassy copy that shouts "this is the best, biggest, purest, safest, etc., etc."? Especially when these claims are not justified by facts.

Then there is the copywriter whose letter leads off with, "Recently we were informed that you are interested in vitamins and dietary supplements" — when I'm allergic to vitamins!

I've a hunch that almost all good copywriters are great readers. They have to love the flavor and sound of words. Words can excite, amuse and move people. That's what your direct mail copy should do.

For example: This morning a post card came from Harry and David at Bear Creek Orchards. Usually they use costly multi-color mailing pieces that sell on sight. But their inexpensive, one-color printed postcard was just as effective because the copy stirred my imagination. For example: "Oregold peaches are ripening fast. These are the big blushing beauties; Alphonse LaValle grapes, the velvety-black, 'plum' size, one-to-a-mouthful kind; the rarest of all fruit — Royal Rivera Pears . . . so big and juicy you eat 'em with a spoon; and crisp mountain apples . . . yellow and yummy! So juicy you have to bite and jump back."

Good copy sells. And sometimes it can be just a single word that creates a picture—and a buying mood.

if you got  
your 2nd  
Salk shot  
in late '57...



THE NATIONAL FOUNDATION  
FOR INFANTILE PARALYSIS

**NEW IDEAS  
IN 4-COLOR  
BULLETINS**

Fresh, lively formats for  
letters and self-mailers

**FREE CATALOG  
of 22 new designs**

IDEA ART  
307 5th Ave., New York 16  
Phone: MUrray Hill 6-7270

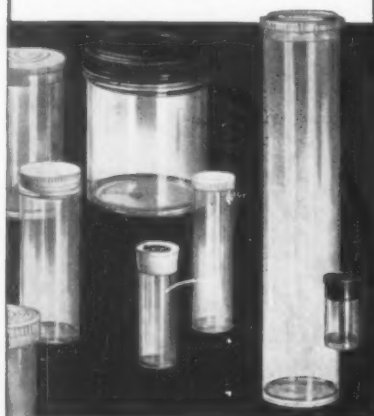
**WANTED:**

EXPERIENCED SALESMAN IN INDUSTRIAL, DEALER, OR O.E.M. LINES FOR EXCELLENT OPENING. TRAVEL NATIONALLY FOR LEADING MANUFACTURER IN RECREATION FIELD. ADVANCEMENT OPPORTUNITIES WIDE OPEN FOR HARD WORKER. GOOD STARTING SALARY WITH EXPENSES. ALL BENEFITS. SEND RESUME TO BOX 4013.



**MEN WHO READ  
BUSINESS PAPERS  
MEAN BUSINESS**

**Ready for  
off the shelf  
delivery...**



**The widest range  
of plastic jars and vials  
available anywhere...**

Polystyrene, acetate, butyrate and polyethylene jars and vials for every conceivable packaging need.

All Clearsite vials and jars are shatter-proof, moisture-tight, dust-free, chemically inert. All are easy to label or multi-color print. Tell us what you package and we will send interesting free samples and descriptive literature. Write Dept. B.

**CELLUPLASTIC  
CORPORATION**

Sales Office:  
NEWARK 5, N. J.

**Oravisual easels**



Built and sold by the world's only exclusive manufacturer of visual aids for the office and conference room.

Write for free  
24 page Why & How Catalog  
**ORAVISUAL CO., INC.**  
Box 11150, St. Petersburg 33, Fla.



**ADVERTISING IN  
BUSINESS PAPERS  
MEANS BUSINESS**

## Sales Promotion Idea File

### Why Advertisers Use Spot Radio and TV

A recent survey of advertisers by *Sponsor* magazine uncovered 15 basic marketing reasons why more and more spot, or local advertising is being used in radio and TV. A reprint of the full report can be obtained from Norman Glenn, Editor, *Sponsor*, 40 East 49th St., New York 17, N. Y.

1. To reach special markets, like farmers, or Negroes
2. To establish a trade name or trademark
3. To open distribution areas
4. To test new products
5. To introduce new products
6. To capitalize on a holiday
7. To supplement network advertising.
8. To introduce new copy themes
9. To sell a sectional audience
10. To back door-to-door salesmen
11. To saturate market areas
12. To reach leisure-time listeners
13. To gain program identification
14. To sell special people, like teenagers, newlyweds, women
15. To promote seasonally

### Tie-In Promotions Are Good Business

*Sports Illustrated* magazine, in making leading athletes available for local store events and TV programs, has been killing many birds with one stone. At Neiman-Marcus a sports and fashion show promoted fashions by 24 leading sportswear designers, netted lots of window display space, too. Chicago's Polk Bros. ran six one-hour *Sports Illustrated* Spectaculars

**By LARRY SCHWARTZ**  
President  
Wexton Advertising Agency

on WBKB-TV, sold appliances advertised in the magazine—and the advertisers helped pay for the TV time. The stores and the advertisers benefited, and *Sports Illustrated* got its name and message across to millions of prospective subscribers. Wm. W. Holman, Advertising Director of *Sports Illustrated*, 9 Rockefeller Plaza, New York 20, N. Y., will gladly send you a brochure describing many of his traffic-building, business-stimulating tie-in promotions.

### Stimulating Additional Use of Co-op Ad Allowances

Informing your salesmen, distributors and dealers of the availability of money and materials for local advertising and promotion is only part of the job that can be done to secure their widespread use.

Newspaper advertising managers and sales staffs will often merchandise your mats to dealers as a means of selling additional space, if you can get your material into their hands. One economical way of reaching thousands of newspapers is through the pages of Publishers Auxiliary, a service newspaper that is sent regularly to them by Western Newspaper Union, 304 East 45th St., New York, N. Y. In sending information for publication, be sure to specify details of your co-op plan, available advertising and sales promotion materials, and the name and address of the contact in your company.

Television stations are equally interested in learning of the availability of co-op funds and materials. Television Bureau of Advertising will gladly inform its 240 member stations of your co-op program if you will send details to Miss Lisa Gentry, TvB, 444 Madison Ave., New York 22, N. Y.

Another means of publicizing your co-op advertising without cost is through the pages of the Cooperative

**SALES MANAGEMENT**



Advertising Newsletter, 112 East 19th St., New York 3, N. Y.

Cooperative allowances are used for many purposes besides newspaper, radio and TV advertising. More and more advertisers are offering allowances for window and interior displays, for special detailing or servicing by brokers' or distributors' salesmen, for stocking the entire line, etc. Some companies, like Stapling Machines Co. of New Jersey, make no allowance for advertising space or time, but provide copy, art and engravings free.

#### Public Relations Films in Movie Theaters

The Alexander Film Co., Colorado Springs, Col., will book your public relations films in over 10,000 theaters, where they will be shown in conjunction with the feature picture, usually for from 4 to 7 days. You can now order theaters just like you order TV time, at rates as low as 8¢ per seat in indoor theaters and 19¢ per speaker for drive-ins. Average attendance at these theaters is 4138 per week. Another innovation by Alexander is point-of-advertising couponing of theater audiences for theater screen advertisers. Coupons for free samples, discounts, etc., are distributed to patrons as they enter the theater.

#### How to Distribute More Literature

The National Airlines office at 525 Seventh Ave., New York, N. Y., came up with a simple answer — it moved its literature rack outside the street-level office, making it easy for thousands of passers-by to pick up information.

The Diners' Club has also been aggressive in distributing its application blanks. It has set up writing desks, complete with poster and a supply of application blanks, at many railroad, bus and air terminals, is also using car-end posters in commuter trains to distribute application blanks. Further information on "take-one" posters and car cards is available from Transportation Displays, Inc., Grand Central Terminal, New York 17, N. Y., and from National Transitsads, 120 East 56th St., New York 22, N. Y.

SALES PROMOTION IDEA FILE is a review of sales-producing tools and ideas designed to stimulate the thinking of salesminded executives. Address contributions to Larry Schwartz, c/o SALES MANAGEMENT, 386 Fourth Ave., New York 16.



This 4-place Beechcraft Bonanza, with a non-stop range of over 1,000 miles, cruises at 200 miles an hour, yet uses less fuel than your family car.

Looking for ways to boost profits?

## Found: More Top Men with this "Go-Farther-Faster" Beechcraft

You have an important job to be done hundreds of miles away. It means profits for you. Who to send? The top man for that job, of course. But top men are busy men. That's why so many Beechcraft owners are using their planes more than ever before. In effect, it gives a company more top men.

How about a Beechcraft to help your profits? With a Beechcraft Bonanza "on alert", you can send the top man for any job farther, faster, more profitably.

As the Bonanza leaves the runway, the stout thrust of power tells him that here is an airplane second to none. Relaxed and comfortable in the Bonanza's quiet cabin, he can restfully study out the job ahead. He arrives fresh and ready—a top man in top condition.

Ask your Beechcraft distributor or dealer, this week, to tell you about the low cost of putting a "go-farther-faster" Beechcraft to work in your business to help you earn extra profits.

For information about the Bonanza and the finest leasing and financing plans in aviation, see your Beechcraft distributor or dealer, or write Beech Aircraft Corporation, Wichita 1, Kansas, U. S. A.

# Beechcraft



BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

## EXECUTIVE SHIFTS IN THE SALES WORLD

### American Metal Specialties Corp. . . .

D. Dudley Bloom appointed director of marketing.

### Armco Steel Corp. . . .

L. T. Johnson named executive vice-president. W. B. Quail named v-p, steel sales, Armco Division; W. S. Newell named v-p, steel sales, Sheffield Division.

### Beckman Instruments, Inc. . . .

Robert Erickson named executive vice-president; D. C. Duncan appointed to new position of director of contract sales. D. C. McNeely, succeeds him as acting manager, Helipot Division.

### The Brunswick-Balke-Collender Co. . . .

Milt Rudo named sales manager, Bowling and Billiard Division; Nat N. Wexler named director of marketing services.

### Chrysler Corp. . . .

David R. Crandall appointed di-

rector of Simca imported car sales in the U.S.

### Clary Corp. . . .

J. L. Jackson appointed retail sales manager.

### Curtiss Candy Co. . . .

Les Kellough, general sales manager, promoted to vice-president.

### Cutter Laboratories . . .

Ralph J. Richardson named general sales manager.

### Diamond Alkali Co. . . .

William H. McConnell named vice-president, marketing; Henry B. Clark named director of sales, a newly created position.

### General Tire and Rubber Co. . . .

Charles J. McCarthy appointed product sales manager in charge of automotive original equipment, Bolta Products Division.

### The Jam Handy Organization . . .

Everett Schafer appointed senior vice-president in charge of planning and programming services; Russell B. Robins named senior v-p in charge of market development and merchandising services.

### Monsanto Chemical Co. . . .

William R. Haas appointed director of marketing, Overseas Division.

### Morton Frozen Foods Division . . .

David Pierson named director of sales and marketing, this Division of Continental Baking Company.

### Motorola, Inc. . . .

C. Frederick Parsons appointed merchandising manager, Consumer Products Division; David H. Kutner named to newly created position of distribution manager. Harold A. Jones appointed vice-president and Eastern manager for Motorola Communications and Electronics, Inc., a subsidiary.

### Olin Mathieson Chemical Corp. . . .

Hollis B. Cranmer named manager, aluminum distributor sales, Olin Aluminum.

### Stromberg-Carlson . . .

Harold P. Field appointed director of marketing, Electronics Division, Stromberg-Carlson Division of General Dynamics Corp.

### Whirlpool Corp. . . .

Thomas F. Bartley new field sales manager, RCA Whirlpool home appliances. Gerald L. Hartman succeeds him as range sales manager.



You can sell it every day  
in the Cleveland

# PLAIN DEALER

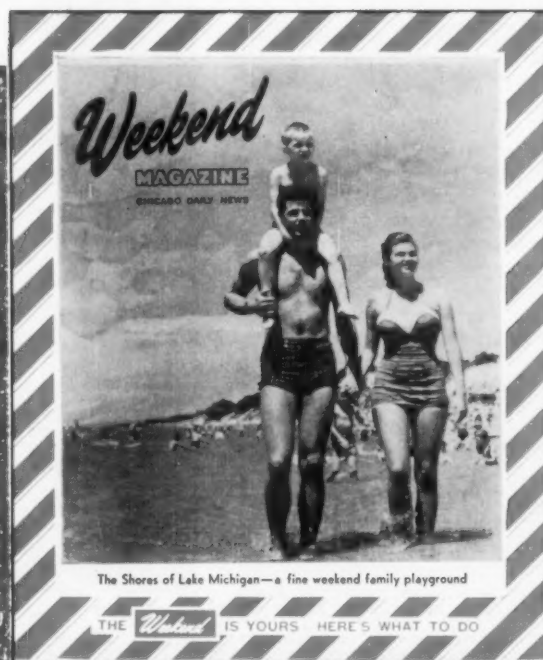
**It's a 4½ BILLION DOLLAR RETAIL MARKET**

Represented by Cresmer & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco and Los Angeles. Member of Metro Sunday Comics and Magazine Network.

# Weekend

— IS THE NEW

LOCALLY-EDITED ROTO MAGAZINE  
IN THE CHICAGO DAILY NEWS



... a sure-fire advertising medium to reach these families while they are relaxing and have time to read your message and plan their purchases

... based on a unique editorial concept designed to show nearly 600,000 families how they can best enjoy their Saturday and Sunday leisure time

**WEEKEND** will carry sparkling features on where to go and what to do on the weekend, from culture to do-it-yourself, from movies and TV to sports . . . plus interesting reading for the weekend about people, their health, their money, their personal problems . . . and puzzles and chuckles, too.

**WEEKEND** will be a minimum of 16 rotogravure pages each Saturday, with a four-color cover every week. Rates and mechanical requirements remain the same as "Roto" which **WEEKEND** replaces effective Sept. 6 in the Saturday Daily News . . . the unique weekend newspaper publishing Sunday features on Saturday.

Use...

# Weekend

— for profitable advertising

**CHICAGO DAILY NEWS**

## "Sea Rose" ? What's That ?

It isn't botanical. It's a new sterling silver pattern. To help sterling withstand inroads being made by cheaper tableware, 128-year-old Gorham Co. shucks tradition and kicks off campaign full of young ideas and promotional zest.

This week a number of ships and planes left the United States on a most unusual mission. Their job was to drop one hundred sealed champagne bottles into the Atlantic and Pacific oceans, the Gulf of Mexico and the Great Lakes.

Operation Sea Rose, which commenced with the dropping of the sealed bottles, was not a hydrographic study sponsored by the Navy or Coast Guard, although both had been consulted about tide conditions and ocean currents. Despite the secrecy of the entire operation, it had nothing to do with government affairs and was in no way connected with the cold war.

It was, in fact, sponsored by The Gorham Co., Providence, R. I., largest manufacturer of sterling silver flatware and holloware in the world. Although Gorham has been an important factor in the silverware industry since its founding by Jabez Gorham in 1831, Operation Sea Rose signaled the start of one of the most spectacular marketing operations in the silverware industry's history.

The entire promotion is based on Gorham's introduction of a new sterling silver flatware pattern named Sea Rose. In the past, introduction of a new pattern has been a yearly event, accompanied by a full campaign of advertising and some sales promotion efforts. Recent inroads in

the sterling flatware market caused by the intense competition of plated silver and stainless steel flatware (both incidentally, also manufactured by Gorham) convinced the company and its advertising agency, Donahue & Coe, Inc., that extra efforts must be made if sterling silver, the queen of the flatware industry, is to face this competition successfully.

After meetings between the Donahue & Coe account executive with the agency's plans board, its marketing director and research people, suggested advertising themes were drawn up and a list of 43 promotional ideas outlined for presentation to the client.

At a meeting on March 31, 1958, in Providence, the agency's team presented its plans to Gorham marketing managers. The advertising approach was accepted and the best of the promotional ideas were included in the over-all plan.

The way the new pattern got its name is a story in itself. At a meeting in the agency's offices, the all-male client and agency groups were poring over a list of 40 proposed names. Among the names submitted was Sea Rose, suggested by the designer of the pattern. He said that the roses growing wild along the Nantucket shore had inspired the pattern in the first place. At any rate, when the name Sea Rose was read aloud to the group,



"SEA ROSE": There isn't any such flower. But women liked the name.

all of the men present turned thumbs down on the ground that no such flower as a Sea Rose existed. The only woman present, a secretary, said that she liked Sea Rose as a name for the pattern, even though there was no such flower. In subsequent market testing of the names submitted, Sea Rose was an almost unanimous choice among the women queried, although it received only a few first-place votes among men. Following this survey, which showed the emotional appeal of the name to women, the name was approved by Gorham's marketing management.

A nationwide sales promotion pro-



TO SET TONGUES WAGGING, Gorham dreamed up a "press package" for the editors. In a blue cardboard container was packed an Italian handbag. In the handbag: split bottle of Moët & Chandon champagne, jar of Romanoff Beluga caviar, a sterling silver spreader in the new pattern, press release and photographs. Same unit was given to salesmen at end of convention, to take home to wives.

SALES MANAGEMENT



**SALESMEN CHEERED** a six-foot blowup of the introductory magazine advertisement when it was unveiled as the climax to the July campaign-announcement meeting. Same piece will be used as a traveling display.\*

\*The men in the picture, l. to r.: John O'Kane, s. m., Sterling Silver Flatware Div.; Burrill M. Getman, v-p and gen. s. m., Gorham Co.; Edwin H. Manning, adv. & s. p. mgr.; Chester Roberts, account ex., Donahue & Coe.

gram was agreed upon at the March meeting in Providence.

For this plan, Gorham enlisted the aid of another Donahue & Coe client, Moët & Chandon, maker of one of France's finest champagnes. This was a natural tie-in for the plan, as fine champagne and gracious table settings of sterling are perfectly compatible.

### An Ocean Full of Prizes

In the hundred champagne bottles to be dropped into the water around the U.S. are a hundred messages. Each message, engraved on parchment, informs the finder of the bottle that he or she is entitled to a gift of solid silver. In 96 of the bottles, the gift consists of two four-piece place settings of Gorham Sea Rose, obtainable at no cost from any authorized Gorham dealer. Four of the messages entitle the finder to eight four-piece place settings of Sea Rose plus a new Sea Rose Chest. In addition, a 26-ounce bottle of Moët & Chandon champagne will be sent to each finder's home. To insure that the finder opens the bottle, both the regular Moët & Chandon label and a special label asking the finder to look inside the bottle for a gift, were silk screened (to withstand the salt water) on the bottles.

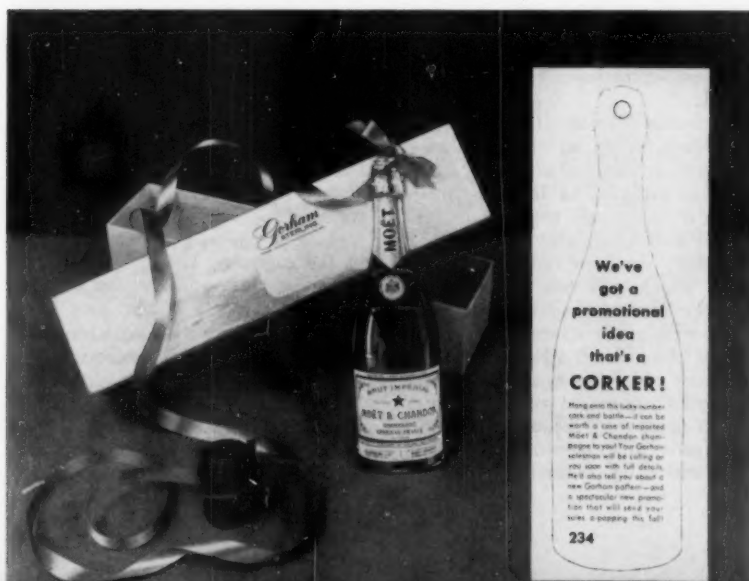
Meanwhile, to draw retailers



throughout the country into the promotion, Gorham is sending every authorized retail outlet a cardboard cut-out of a Moët & Chandon bottle with a real champagne cork attached by a red ribbon. On the reverse of the cut-out is a message to the retailer headed, "We've got a promotional idea that's

a corker!" The message goes on to say that the cut-out can be worth a case of champagne to the Gorham Dealer and that a new Gorham pattern is tied into this promotion. Each cut-out is numbered.

Each of the hundred messages in the floating bottles also bears a number. Whenever a finder brings his parchment message to a dealer, the dealer receives a gift pack of two bottles of champagne. The dealer (no matter where he is located in the U.S.) whose cut-out number corresponds to a number turned in by a finder at any other dealer's store receives a case of Moët & Chandon. This promotion expires Dec. 31, 1958, but since the bottles will be dropped fairly close to shore, most of



**TEASER FOR DEALERS:** Silver papered box with white label went to each of 4,300 dealers in late August. Champagne bottle (die-cut from cardboard) was tied with red ribbon to which was attached an actual Moët & Chandon champagne cork. Message on back of "bottle" shown at right.

## Gorham Defines Markets, Matches Media

### Gorham's Five Markets:

1. Teen-age Market
2. Engaged Girls and Bridal Market
3. Young Working Girls, Married & Unmarried
4. Older Married Market
5. Wealthy Gift-Givers

### Media Selected To Reach:

Seventeen, American Girl, Coed, Miss Magazine  
 Brides Magazine, Modern Bride, Bride and Home  
 Charm, Glamour, Mademoiselle, Living for Young Homemakers  
 McCall's, Better Homes and Gardens  
 House Beautiful, House and Garden, Vogue

them are expected to be found prior to this date.

To insure further cooperation on the part of retailers, a window display contest has been set up, whereby display personnel in the stores creating the most attractive window displays will receive cash prizes. The theme, of course, will be an intimate table set for two, with Sea Rose sterling silver and Moët & Chandon champagne as the center of attention.

### Contest With A Point

As for retail sales personnel, Gorham has devised a contest to enlist their interest. A list of ten Sea Rose selling features will be sent to each retail salesperson. These ten selling points are to be re-arranged in order of importance by the contestant. At the bottom of the sheet is a tie-breaking sentence to be completed. Each salesperson who sends his form to Gorham will receive a silver dollar. Fifteen cash prizes will be awarded to winners in each sales district.

The advertising approach was based largely on two market studies. Donahue & Coe, retained by Gorham in 1955, had conducted a survey which showed that former advertising approaches to the flatware market which were aimed at one large group of buyers using one general approach were wrong. Instead, the agency found, there were five distinct markets: Teen-age market, the Engaged and Bridal market, the Young Working Girl (married and unmarried) market, the Older Married market and finally, the Wealthy Gift Giver market. For the past two years Gorham has aimed its advertising at these five markets.

The approach to each has to be different, with different illustrations, different copy appeals and varying format. (for a list of media used by Gorham in each of the five markets see box above).

A second marketing study, made by Dr. Ernest Dichter's Institute of Motivational Research, for the Silver-smiths' Guild in 1957, verified most of the Donahue & Coe study, but brought out another interesting point. Dichter's study showed that Americans, particularly the younger people, are not as interested in European designations or titles as their mothers used to be. Rather, Dichter found, American names for silverware patterns attracted teen-agers, engaged girls and young marrieds far better than did the classical European names heretofore used to designate silverware patterns.

Thus the illustrations in Gorham ads have typically American backgrounds and content with different copy appeals and illustrations for each of the five market groups. Color is used as frequently as the budget permits and introduces Sea Rose in the first stage of the campaign, which breaks in October issues. Romantic settings, with carefully researched colors appealing to women, feature these introductory ads. A fashion-inspired slogan, "The New American Look in Sterling," runs in all ads throughout the campaign.

Gorham will share costs on a 50-50 basis on all dealer advertising done between September 21 and December 21.

Gorham's 50-man sales force was introduced to all of these plans at the company's annual sales meeting in July. In addition to learning about the advertising and promotion plans already described, they were shown a specially designed captain's sea log chest, which will contain the Gorham Sea Rose set of silver. The actual chest, with a silk-screened color version of the kick-off advertisement on the inside cover, serves as a salesman's display kit and can be used for counter display in stores. The salesman's unit contains a full complement of sales aids, including a marketing plans

book, copies of all ads, three other types of counter displays, sterling silver Sea Rose spoon lapel pins for give-aways to salespeople and customers, newspaper ad mats, fliers, direct mail pieces, labels.

Salesman also learned that The Gorham Co. will use a newly designed Sea Rose letterhead and envelopes for all correspondence during the next six months. Even the postage meter will incorporate the Sea Rose pattern for all mailings during this period. Climax of the meeting was the unveiling of a six-foot-high expanded version of the color advertisement, which will be used as a traveling display at special promotions. Toasts to the success of the Sea Rose promotion were downed in Moët & Chandon champagne.

### There's Caviar In That Kit

Gorham's advertising and sales promotion manager, Edwin H. Manning, is counting on an active publicity campaign to get the bottle dropping promotion across to the public. With every person having experienced the desire of finding a floating bottle with a message inside, the promotion is a natural for a good publicity effort. In addition, Manning is sending three hundred editors a special Sea Rose promotion kit. This consists of an expensive Italian rattan and leather handbag containing a split of Moët & Chandon champagne, a jar of Romanoff Beluga caviar and a Sea Rose sterling silver spreader, together with publicity stories and photos. (At the sales meeting, each salesman was given the same handbag with its champagne, caviar and spreader to take home to his wife.)

Says B. M. Getman, vice-president in charge of sales and advertising, "Promotion in our industry has been traditionally conservative. In introducing Sea Rose we felt the need for doing something that would contrast with earlier promotion patterns and generate enthusiasm and excitement among both our own salesmen and our dealers.

"A quality campaign that embodied showmanship and promotional color seemed to be the answer. We think we have it. The stunts embodied are sure to be newsworthy, but the force of the campaign lies in the plan for achieving three-way impact on consumers, dealers, and our own salesmen, and getting maximum coordination of advertising, promotion and personal selling straight down the line. Sea Rose should have more cooperation from all selling sources than any pattern we have ever introduced." ♦

## THIS IS RESPONSE!

Somemonthsago,weranthis message summing up the case for business publication advertising.

It received an overwhelming response. Businessmen have requested over 60,000 reprints. It has become the text of countless editorials, because it brings into sharp focus the basic truth that advertising is a major tool of business.

But there's another kind of response that is even more important to you—the *actual sales response* which can result from advertising your prod-

ucts in business publications.

For years there has been overwhelming evidence that specific sales are made every day by business publication advertising. One method of evaluating this evidence is to ask subscribers to many of our publications what action they have taken as a result of reading your advertising.

On the following pages, you will read a few of many verbatim comments from this continuing research. They show how *business publication advertising* sells your products and services.



"I don't know who you are.

I don't know your company.

I don't know your company's product.

I don't know what your company stands for.

I don't know your company's customers.

I don't know your company's record.

I don't know your company's reputation.

Now—what was it you wanted to sell me?"

### MORAL:

*Sales start before your salesman calls  
—with business magazine advertising.*



McGRAW-HILL Publishing Company, Inc.

330 WEST 42nd STREET, NEW YORK 36, N. Y.



**These Are Actual Quotes!**

ABP  
MEN WHO READ  
BUSINESSPAPERS  
MEAN BUSINESS



"As a result of this ad, we have started processing the necessary paper work to include this machine in our budget."

*President,  
Welding Accessories Manufacturer*



"We saw the (brand name) lift truck ad in (business publication). We ordered it and have it working now."

*Plant Manager,  
Bakery Products  
Manufacturer*



"This ad sold me completely. I talked to the salesman, my order has been placed and I am anxiously awaiting the delivery."

*Superintendent,  
Cotton Manufacturer  
Company*



"Whatever it was the ad was supposed to do, it got across. We bought two machines at a purchase price of \$1,000,000."

*General Foreman,  
Metal Fabricating Plant*





"Our chief electrician saw this ad and installed a few (brand name) precision switches as a tryout."

*Electrician, Metal Springs Manufacturer*



"I called a local distributor and got some parts we needed after reading (company) ad. He had everything we needed on hand to fix the traps we were having trouble with and they seem to be working very well now."

*Plant Engineer,  
Electric Shavers Manufacturer*



"We have purchased some fire extinguishers from (company) and some (brand name) motors that we have seen in (business publication). We refer to this magazine for any vendors we need."

*Plant Engineer, Soap Manufacturer*



"I buy a lot of things from (company) from seeing the ads in (business publication). There are so many things that I order from seeing the ads in this magazine I just couldn't name them all."

*Electrical Foreman,  
Sporting Goods Manufacturer*

# These Are Actual Quotes!



"We just spent \$11,000 for (product) as a result of an ad in (business publication)."

*General Foreman,  
Manufacturer of Control Devices*



"As a result of this ad, we have this (brand name) milling machine on order."

*Foreman,  
Airplane Manufacturer*

"We are going to buy a turret drill as a result of seeing their ad."

*Manager of Manufacturing,  
Lamp Machine & Parts Manufacturer*



"We just purchased bucket elevators through this (company) ad."

*Vice President,  
Chocolate and Cocoa Manufacturer*





"Recently we installed permanent magnets from (company). We located them through an ad in (business publication)."

*Administrative Assistant,  
Drug Chain Company*



"We ordered several heaters as a result of reading this ad in (business publication)."

*Product Engineer,  
Automobile Manufacturer*

"I tore out an ad for a new type of screws and showed it to my maintenance foreman. We are now changing over to these screws wherever possible."

*Chief Engineer,  
Hand Tool Manufacturer*

"We contacted the company through their ad and had a representative call. We ordered the end mill. We have used it and found it very satisfactory."

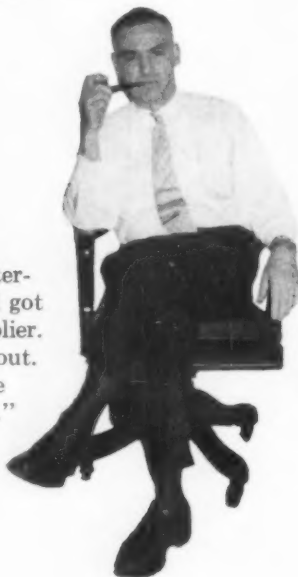
*Works Manager,  
Screw Machine Products Manufacturer*



**These Are Actual Quotes!**

"I saw the ad for water-proofing material and got in touch with the supplier. We decided to try it out. It worked fine and we are happy we tried it."

*Vice President,  
Heavy Construction  
Company*



"We dealt with (company). We saw their ad in (business publication) and we bought some things through them. We also bought a production control board and clips from them. I was very interested in the (company) ad. We are considering that filter."

*Factory Manager, Leather Goods Manufacturer*



"Bought one of the new (brand name) trucks that was shown in the advertisement in the January issue. I just bought 30 (brand name) tires from the advertisement in this issue."

*Superintendent, Manufacturer of Drills*



"I look through the ads for new items, new developments and new materials. We ordered (brand name) lighting equipment and some electrical heating equipment as a result of the advertising in (business publication)."

*President, Button Manufacturer*







"We get all of our information for the purchase of new equipment from (business publication). The most recent example is the pneumatic drill we bought from (manufacturer) just a few weeks ago. We got it from an ad in this magazine."

*Plant Superintendent,  
Fabricated Metal Products Manufacturer*



"Two years ago, I bought a (brand name) fork lift truck through an ad in (business publication). In February of this year, we purchased another one. A lubricant very definitely was purchased as a result of learning about it from the ads in this magazine."

*Supervisor of Maintenance, Printer*



"We gave out a \$250,000 conveyor contract, including work bench layout—a full production line—picked out primarily from ads in (business publication)."

*Plant Manager, Optical Products Manufacturer*



"We called (company) and contacted them with reference to their meter clocks. We purchased two of them. It was their ad that prompted our action."

*Fleet Superintendent,  
Beverage Company*

All of these statements have been taken from continuing readership research studies, including "Reader Feedback," Starch and Mills-Shephard. Your McGraw-Hill representative can provide you with additional evidence on advertising's ability to sell your goods and services.

**IF WHAT YOU MAKE OR SELL** is bought by business and industry, you can reach the men influencing its purchase by concentrating your advertising in one or more of the McGraw-Hill publications serving these growth fields.



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**Chemical Week**

*Chemical Process Industries*

**Coal Age**

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& Equipment**

*Construction*

**Control Engineering**

*Instrumentation & Control*

**Electrical Construction  
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*Electrical Construction & Maintenance*

**Electrical Merchandising**

*Appliance-Radio-TV*

**Electrical West**

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**Electronics**

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**National Petroleum News**

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*Atomic Energy*

**Petroleum Week**

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**Power**

*Industrial Power & Plant Services  
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**Product Engineering**

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**Purchasing Week**

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**Textile World**

*Textiles*

**OVERSEAS PUBLICATIONS:**

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**Metalworking Production**

*Published in England*

*(Buyers' Guides, Directories, Handbooks for  
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**McGRAW-HILL Publishing Company, Inc.**

330 WEST 42nd STREET, NEW YORK 36, N. Y.

*Offices in principal cities of the U.S. and Europe*



SALES MANAGEMENT

# Your Product Can Help the Blind To Lead a More Nearly Normal Life

Do you know that the blind, using products adapted to their needs, can: tell time, play cards, thread a needle, extinguish a fire, and enjoy bowling? You can be altruistic, but you also can make money, selling to this market.

By ETNA M. KELLEY

Equipment for the many activities pursued by the blind is listed in a unique catalog, "Aids for the Blind," issued by the American Foundation for the Blind, Inc., of New York. Last year orders for 39,641 items—more than \$150,000 worth of such merchandise—were handled through the Foundation's non-profit Special Services department. The department sells both by mail and from its show-room.

Some of the items listed in "Aids for the Blind" have braille symbols. Others are adapted for use by the sightless through minor inconspicuous markings, such as notches or raised dots. The book does not list many articles "thought to be universally available (such as measuring cups, which the blind housewife can purchase at any dime store)."

The list represents considerable research on the part of the compiler, Charles G. Ritter, who is consultant, special aids and appliances, for the Foundation. His services are twofold—to the blind and to industry. In the latter area, he not only recommends the strategic placing of buttons, notches, switches, brailled symbols, etc., on various kinds of merchandise; but also gives advice on brailled recipe booklets and instruction leaflets, and putting such material and information on records.

**HOW THE BLIND COOK:** Home orientation instructor helps blind woman bake cookies in model apartment constructed at the non-sectarian New York Guild for the Jewish Blind. Kitchen features Caloric range, especially equipped by the manufacturer with brailled oven-control dials. Nail heads placed at each 100-degree mark on oven thermostat enables blind and visually handicapped to control heat. Mirro-Matic has supplied a brailled instruction booklet with its cooker.

Despite the rather large number of adaptations made by manufacturers to help the blind use their products, the sightless make many more on their own behalf—many of them recommended by Ritter, or passed on through him from other blind persons. The sighted person who memorizes the positions of the switches on the heating pad he uses at night in bed has his counterpart by the thousands among the blind. It is Ritter's contention that manufacturers of appliances should act on the premise that *everyone is blind*, so far as feasible making the use of their products as little dependent upon eyesight as possible.

As an example, he recommends that signals be audible rather than visible, since "the housewife who forgets to watch the pressure cooker is temporarily blind," and the signal she hears is as useful to her as it is to a sightless woman. The *Mirro-Matic* Pressure Cookers listed in the Foundation's catalog signal by bouncing and jiggling, a feature which Ritter advocates for all kitchens, since few housewives limit their attention to one operation at a time while preparing meals.

In numbers alone the nation's 300,000 to 400,000 blind persons represent a relatively small percentage of the total population—and a relatively small market. If the number with seriously impaired vision, estimated at 1,830,600, is added, the group attains greater market significance, but is still not impressive. Nevertheless, either because of its potential importance or for humanitarian or philanthropic reasons, an increasing number of companies show signs of "cultivating" this market.

Cultivation consists not only of



## Who Are Adapting Products for Blind?

Here are a few of the items listed in "Aids for the Blind," booklet of the American Foundation for the Blind. In most instances, the products have been specially adapted, sometimes with minor modifications, through cooperation between manufacturer and the Foundation. As an example, a clock dial or other component might be sent to the Foundation for brailleing, then returned to the manufacturer to be incorporated into the finished product. Such items are available only through the Foundation and the catalog does not usually mention the manufacturer's name unless the product is likely to require repair or other special servicing. However, some trade names are mentioned in the catalog descriptions of items.

Gotham wrist and pocket watches with dot markings. ("3 dots at 12; double dots at 3, 6 and 9 and single dots at remaining hours.") Ollendorff Watch Co., Inc., New York, N. Y.

Baby Ben, Big Ben and Westclox clocks with dot markings. Westclox-Division of General Time Corp., La Salle, Ill., and New York, N. Y.

"Marktime" Interval Timers with dot markings. M. H. Rhodes Inc., Hartford, Conn.

Chinese Checkers with pieces identified by shapes. Milton Bradley Co., Springfield, Mass. Card games, with brailled cards: "Rook," Parker Bros., Inc., Salem, Mass. . . "Kem" cards, Kem Plastic Playing Cards, Inc, Poughkeepsie, N. Y. . . "Bicycle" cards, United States Playing Card Co., Cincinnati, Ohio.

"Mirro-Matic" Pressure Cookers, standard and electric, several sizes. File marks identify pressures. Signals by sound (jiggling). Braille cooking charts furnished. Mirro Aluminum Co., Manitowoc, Wis.

"Sunbeam" Frypan with dot markings to indicate temperatures. Sunbeam Corp., Chicago, Ill.

Insulin Syringe and Needle Guide with special measuring gauge. American Cyanamid Co., New York, N. Y.

Clinical Thermometer, notched. Weston Electrical Instrument Corp., Newark, N. J.

Health-O-Meter Bathroom Scale with braille markings. Continental Scale Corp., Chicago, Ill.

Detecto Grocer's Scale with braille markings. Detecto Scales, Inc., Brooklyn, N. Y.

Chatillon Scales (Household, Dairy, Poultry), with braille markings. John Chatillon & Sons, New York, N. Y.

Barometer; Indoor and Outdoor Thermometers with braille markings. Swift & Anderson, Inc., Boston, Mass.

Liquid or Gas Thermometers with extended stems on dials. Weston Electrical Instrument Co., Newark, N. J.

Micrometer with graduations deepened for fingernail reading. L. S. Starrett Co., Athol, Mass.

Speed Soldering Iron. No modification required. Weller Electric Corp., Easton, Pa.

"White Clad Mezzurall" steel tape with braille markings. Lufkin Rule Co., Saginaw, Mich.

Folding Pocket Magnifier—6 power. No modification needed. Bausch & Lomb Optical Co., Rochester, N. Y.

adapting products, but also of furnishing recipes, how-to-use or other instruction booklets in brailled versions; and furnishing similar information on records or Talking Books.

The annual report of General Mills to stockholders, for 1957, tells of a "unique Betty Crocker service" for blind homemakers initiated in December, 1956: "Directions for General Mills' baking mixes on long-playing records took the place of eyes in thousands of kitchens. These directions, recorded by the familiar voice of Betty Crocker, are the first specially created for the blind. On three one-inch discs, they are offered by General Mills to the blind and partially-seeing with only a 10c service charge." This service was recognized by the American Public Relations Association, which awarded General Mills its 1957 Silver Anvil Trophy for outstanding achievement. A second set of records has since been put out.

The Foundation's 46-page booklet of aids lists items in 17 categories: Braille Writing Equipment; Clocks, Watches and Timers; Games; Geographical Aids; Kitchen Aids; Mathematical Aids; Medical Aids; Music Aids; Scales; Sewing Aids; Sound and Electronic Aids; Thermometers; Tools; Travel Aids; Visual Aids; Writing and Drawing Aids; Miscellaneous.

## Tools for Blind

The category with the largest number of listings (27) is *Tools* under which are found such products as the "Model RG Auditory Circuit Analyzer," Angle Divider, Carpenter's Level, Dowelling Jig, Speed Soldering Iron, Six Foot Steel Tape (with braille markings). The availability of such tools is responsible for the ability of many blind persons to earn a livelihood.

Second largest category is *Kitchen Aids*, which lists 26 items, such as: Canned Goods Marker Kit (with plastic brailled labels); Safety Spoons (equipped with hooks to hold them upright attached to kettle, and of a metal that is a poor conductor of heat); Pie Cutting Guide (with wire guides fitting over the pie in triangular sections); Rotary Grater (easy-to-clean). Braille cooking charts are included with the *Mirro-Matic* Pressure Cookers offered. Most of the kitchen aids recommended are commercial products modified (sometimes very slightly) to make them helpful to those who cannot see.

Seven types of Scales are offered: Bathroom, Grocer's, Household, Postal, Poultry, Dairy and Diabetic. (Under *Medical Aids* are listed an

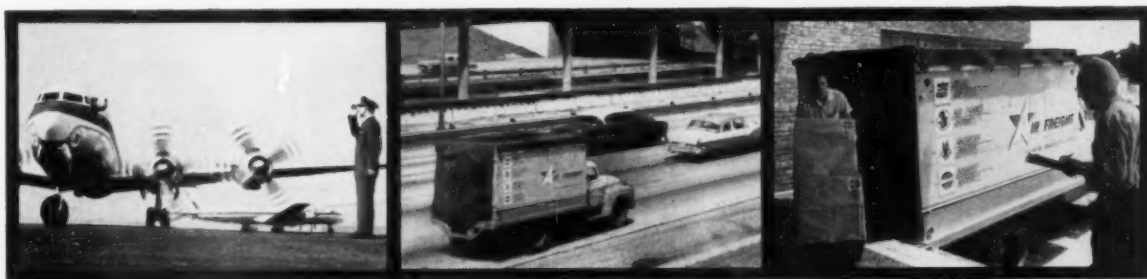




## **United Air Freight service**



***is door to door, relieves you of***



***pickup and delivery problems***

**As convenient (and fast)** as dropping an air mail letter in the box. Turn your shipment over to United *at your door* and forget about it. It will arrive at your customer's door on time and appreciated.

United's pickup and delivery service is an extension of your shipping department. Takes the strain off traffic managers, keeps inventory low, frees warehouse space.

This service, plus United's radar dependability, 2000-community reach and Reserved Air Freight make a solid case for calling United when you stamp cargo "Ship Best Way."



For service, information or free Air Freight booklet, call the nearest United Air Lines representative or write Cargo Sales Division, United Air Lines, 36 South Wabash Avenue, Chicago 3, Ill.

**GET EXTRA DEPENDABILITY, EXTRA CARE—SHIP UNITED, THE RADAR LINE**

insulin syringe and an insulin needle guide—for the good reason that diabetes is a major cause of blindness.)

Among the *Games* listed are Pocket Checkers, with one of the two colors "flocked," to make it fuzzy to the touch. A chess set has a board with raised and lowered squares and metal pegs to hold the pieces in place; and colors are distinguished by "flats" sanded on the white. There are also brailled dominoes, a special bingo set, a brailled Scrabble set, and brailled playing cards, both paper and plastic. Last year the Foundation handled orders for 578 decks of Kem plastic playing cards, 1105 decks of U.S. Playing Card Co. paper cards; and 622 Jumbo (over-sized) decks for persons with limited vision.

### Talking Books for Blind

Charles Ritter, who specializes in helping the blind to use items designed primarily for the sighted (through making their own adjustments) and in helping or inducing manufacturers to modify their products for use by the blind, became interested in the problems of the sightless when he acted as a reader for a student at Johns Hopkins. Since he joined the Foundation in 1934, to work on Talking Books (then new), he has expanded the services of his department and made it a clearing house through which the blind air their problems and exchange tips on ways to adjust to life in the sighted world.

While working for the Foundation's Talking Books department in 1946, Ritter started meeting with blinded veterans on Saturdays and evenings in bull sessions, at which there were discussions on the need for slide rules, micrometers and other work tools. The group grew and gradually attracted the attention of blind persons who had succeeded in various professions, and who came as guest speakers. Also invited were sighted educators who were asked the challenging question, "How can a blind student study chemistry (or other subjects) at your school?"

Through this approach, educators were made aware of this problem and began to take more responsibility for making educational opportunities widely available to the blind. (This fall twelve blind physicists, electronic computer specialists and mathematicians will come, some from as far away as Florida and California, to study such problems with Ritter and his group.)

Braille—dot writing, read by finger touch—is a boon to the blind, but it has limitations. For one thing, the number of copies of a mechanically

printed piece of braille writing is limited by the bulk factor. An ordinary pocket dictionary when brailled bulks up to seven volumes, 11½ inches high, taking up 21 inches of bookshelf space.

Another difficulty is the demand for many kinds of material, in brailled or Talking Book versions. A blind salesman may desperately need a list of prospects, a directory or even a telephone book, available in print form to the sighted. A blind student may need a geometry textbook in order to complete a course. To an increasing degree, such individual needs are being met by sighted volunteer braille writers. The Guild for the Jewish Blind, New York, is one of many such associations which encourages volunteer work of this kind, stating, "We'll braille practically anything."

The Guild's Librarian and Braille Instructor, Bernard M. Krebs, is the author of "Transcribers' Guide to Standard English Braille," a useful reference book for sighted persons learning to write braille. (He is also the inventor of the portable bowling rail which has made bowling a popular pastime for the blind.) "Dot Writing," by Janet Wise (\$1.75), is designed for sighted persons who want "to help blind people to help themselves," in other words, to enable sighted persons to become teachers of braille.

Using the touch system, many blind persons use standard typewriters successfully. Some hasten the learning process by marking the "home keys" with slivers of adhesive tape. An executive at Remington Rand is quoted as having said, "We all hope our letters reach the blind girl in our typing pool: she types the neatest letters."

Braille typewriters are widely used. Two models are imported. A domestic variety, priced at about \$90, is made by Howe Press at the Perkins School for the Blind, Watertown, Mass. It has six keys and a space bar; the keys are pressed simultaneously in the various combinations needed to form the 63 different characters used in braille. Demand for this domestic model is so great that it takes almost a year to fill an order.

The majority of the blind want to live normal lives—to keep house, to earn their livelihoods, to enjoy social

life with others (and not merely with other blind persons). Given a helping hand, many can achieve those aims. It is fairly easy for a sighted person to learn to write braille. More should adopt this rewarding avocation. Manufacturers whose products are easily used by the blind with little or no modification should publicize this, and, if feasible, donate samples to centers where the blind congregate. (An example of such a product is the plastic relief globe manufactured by the Geophysical Map Co.)

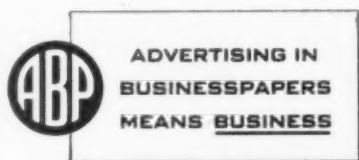
Making products available to the blind is both altruistic and economically sound. Despite progress made in treatment of eye diseases, the percentage of persons with no vision or seriously impaired vision is increasing—simply because the span of life is increasing. More than half the blind population is over 65.

### No Magnifying Glass

Another factor with economic implications is the unwillingness of many with impaired vision to wear glasses. The popularity of Jumbo playing cards is an indication of the prevalence of this attitude. Then there's the spectacular success of the Maggi-C-Bar.

Introduced last November by Maggi Enterprises of San Francisco, the Maggi-C-Bar has attained national distribution through stationery and department stores. A plastic bar, shaped like a cylinder sawed in two, it is advertised as "the successor to the magnifying glass," and can be set down flat on the printed page. It comes in two models—for desk and telephone book, \$4.95 retail, and in purse and pocket size, \$3.95. It is promoted through spot radio announcements on 60 stations—informal references to the product and mention of stores where it may be bought. Clint Sherwood Associates, San Francisco, is the agency. "If I told you how our sales have grown, you wouldn't believe me," Norman Levy, head of the firm, commented to SALES MANAGEMENT. "We started with sales of 100 dozen a month and now we're getting close to 2,500 dozen a month."

Despite the fact that a corporation is not likely to boost its dividends merely because it caters to the blind as a market, the challenging problem of supplying their needs deserves study. "There are sufficient tools already in existence to enable the blind student to pass courses in physics, mathematics, chemistry, biology, or geology; but there is little question that more equipment would be helpful." ♦



More Proof of Newsweek's Strength:

# Newsweek Leads in New Advertisers

first six months, 1958\*

**105**

**N**EWSWEEK gained 105 new advertisers in the first half of 1958, the greatest number in the news magazine field.

Glance down the list. It covers many different fields, including travel, building materials, automotive, smoking materials, apparel, consumer services, industrial equipment, toiletries.

They have learned what hundreds of other

NEWSWEEK advertisers already know: that to get the most out of this new period of competitive selling...

**NEWSWEEK's**  
*the book!*

Apparel, Footwear & Accessories **3**

Beer, Wine & Liquor **4**

Consumer Services **8**

Freight, Industrial & Agricultural Development **3**

Household Equipment & Supplies **1**

Industrial Materials **17**

Publishing & Media **11**

Retail & Direct by Mail **3**

Sporting Goods & Toys **2**

**5** Automotive, Auto. Accessories & Equipment

**8** Building Materials, Equipment & Fixtures

**2** Drugs & Remedies

**3** Horticulture

**2** Insurance

**3** Miscellaneous

**11** Office Equipment, Stationery & Writing Supplies

**3** Radios, TV Sets, Phonographs, Musical Instruments & Accessories

**4** Smoking Materials

**2** Toiletries & Toilet Goods

**10** Travel, Hotels & Resorts



\*Publisher's Advertising Service Records

**NEWSWEEK**  
*The Magazine for  
Communicative  
Advertisers*



**TV SENDS KIDS TO STORES:** This is one of four P-O-P displays Mattel is using to help retailers capitalize on the interest aroused in children by advertising every week in the year.

## Don't Overlook Jobber Enthusiasm For TV Advertising as a Sales Tool

Mattel's toy sales this year vs. last are up 80% against an industry decline of 13%. The firm credits this success to TV advertising 52 weeks a year, plus P-O-P displays for dealers, both merchandised to the hilt to jobber salesmen.

The year 1958 may turn out to be a sober one for many a weary salesman. In the toy industry, for example, manufacturers' sales are off 13% nationally. But, for the salesmen who have signed for a ride aboard toy-maker Mattel's "Mouse," the year looks to be a fancy record-breaker. Mattel, Incorporated's present sales are 80% higher than 1957.

The aggressive 12-year-old Los Angeles concern, already one of the 10 largest toy manufacturers in the nation, went all out this year to help the jobber salesman. This was a distinct departure from the traditional toy industry pattern, where haphazard relations between manufacturer and wholesale sales force have prevailed.

Mattel's need for this concentration on the forgotten men of the toy industry stemmed from a half-million dollar gamble three years ago.

Elliot and Ruth Handler, husband and wife owners of the firm, invested \$500,000 in a year's sponsorship of a portion of ABC-TV Network's "Mickey Mouse Club" program. The

unprecedented program of advertising on national television for 52 weeks a year by a toy manufacturer proved an immediate success — and destroyed all previous concepts of toys as a seasonal Christmas and Easter business.

As the success of the expanded program grew, annual investment grew with it—to the tune of a million dollar advertising budget in 1958. This huge investment required maximum protection and selling effort at all levels of the chain of merchandising. The jobber salesman had to know the story and had to be prepared to carry the details to the retail dealer.

To accomplish this, Mattel and its ad agency, Carson/Roberts, mapped out a merchandising sales program that is practically standard operating procedure for almost every other large industry, but is still a pioneering venture for the toy trade.

Pity the plight of the toy salesman. His looseleaf portfolio bulges with descriptions of 7500 different toys he is supposed to sell. The length of

time he has the ear of store owners and buyers averages 20 minutes per visit.

In this ulcerous situation, what could be done to make the jobber salesmen focus on the Mattel line? Mattel's Marketing Director Cliff Jacobs and Sales Manager Herb Holland developed answers based on a 1956 event.

That year, in the few weeks between Thanksgiving and Christmas, Mattel concentrated its TV commercials on a single toy which had been moving slowly in retail stores. The item, a \$3 burp gun, suddenly became the hottest seller in the toy industry. Children and their parents came into stores asking for "that Mattel gun that I saw on TV."

The toy sold out completely by Christmas. In just six weeks more than 500,000 burp guns actually moved across the counters!

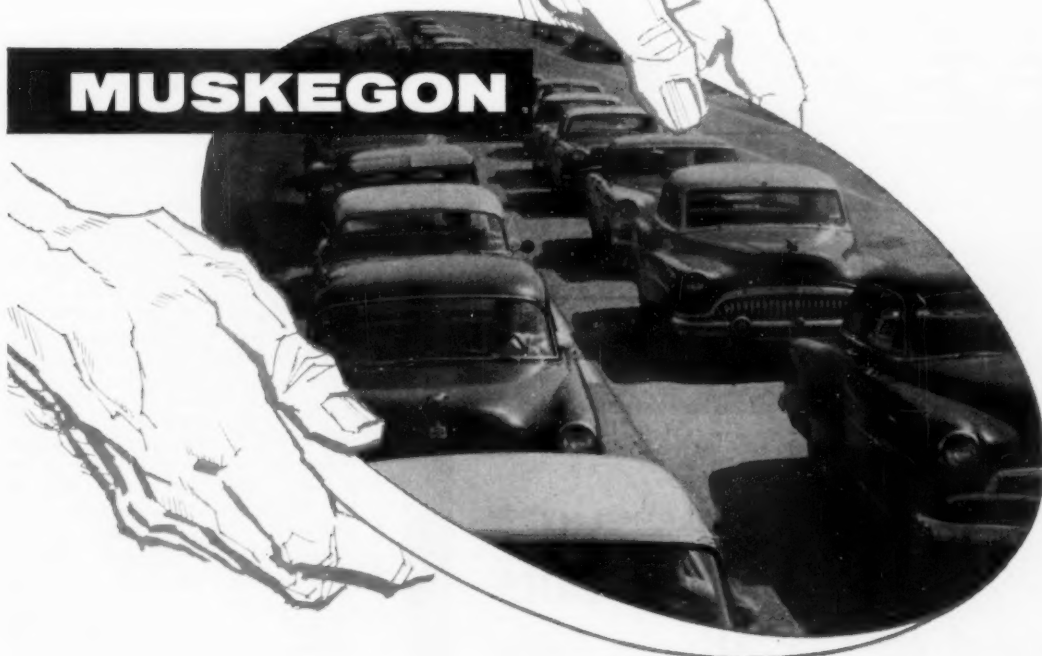
Mattel's Jacobs and Holland decided that example was their key to greater jobber salesmen acceptance. They would go to the jobbers and show them the new TV schedule. They would pinpoint city by city and month by month the items to be advertised. They would cite the example of the 1956 burp gun sales.

Enthusiastic jobber salesmen would then use this information to sell dealers. It would be one thing to stock toys "cold" and quite another to



Thar's GOLD in 53,347\* Cars in...

## MUSKEGON



- ANTIFREEZE
- INSURANCE
- ACCESSORIES
- FINANCING
- PROSPECTS for '58s & '59s
- OIL
- GASOLINE
- BATTERIES
- TIRES

\*Total Passenger Car Licenses Issued in Muskegon County in 1957

NEVER before have there been as many cars in Muskegon as in 1958 . . . it's a multi-million dollar lode in just automobiles and kindred products that lies ready for the prospector who seeks added fortune.

There's real sales significance in 53,347\* passenger cars . . . it truly reflects the rich stake aggressive prospectors for rich markets may lay claim to with adequate schedules in The Muskegon Chronicle. Circulation in the Muskegon City Zone is a hefty 99% . . . a total area circulation of 44,000!

Plan now to strike it rich by prospecting in the big and growing Muskegon Market.



## THE MUSKEGON CHRONICLE

**NATIONAL REPRESENTATIVES:** A. H. Kuch, 260 Madison Ave., New York 16, MUrray Hill 5-2476 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, SUperior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, SUtter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

A Booth Michigan Newspaper

order a toy made by Mattel where money was already allocated to advertise that toy for the entire year.

The typical toy store, Jacobs and Holland knew, was a crowded, cluttered jam-up of merchandise where brand names were lost and toy lines disassembled and distributed all over the store.

With Mattel's successful exploitation of its name, Jacobs and Holland reasoned that jobbers and dealers would welcome compact, colorful Mattel store displays. Children and parents entering the stores would then immediately see the toys that

Jimmy Dodd and the other Mickey Mouseketeers had illustrated on TV. Identification and association with home television experiences would occur at the point of purchase and complete the important chain of merchandising.

So Mattel designed four displays: a Mattel Musical Center that housed all of the important musical toys of the line; the western display for the Winchester saddle gun, famous Fanner 50 and holster sets; the Power-arm barbell display pack, and the doll furniture display group.

When Holland flew to the first

of dozens of jobber sales meetings throughout the country this spring, this is the merchandising "package" he carried:

1. a professionally made film that demonstrated all Mattel toys;
2. all the TV commercials to be shown by Mattel on the Mouse;
3. copies of the Mattel Mickey Mouse Club television schedule for 1958, specifying toys to be featured in each of the 12 months;
4. exciting, colorful store aids;
5. samples of every toy; brochures and literature;
6. an exciting concept of the integral part now being played by the wholesaler's sales force in today's complex and competitive pattern of merchandising.

The jobber meetings were extremely successful. Holland saw unusual orders written in every part of the nation. Salesmen personally thanked him for the dynamic role taken by Mattel to help them achieve greater sales. Evening meetings scheduled for two hours ran sometimes until after midnight.

The jobber sales film led off the meetings. It was narrated professionally by Marvin Miller, Hollywood star of "The Millionaire." Beside the toys, the film featured an amusing fan dancer. Interspersed in the 27-minute movie were the actual film commercials to be used on the "Mouse" during the ensuing year.

On film, Miller showed off all the toys. Afterwards Holland and the territorial representatives demonstrated each toy carefully so the salesmen could see and assimilate every selling detail.

Copies of the TV commercial schedule were distributed and Holland hammered home Mattel's confidence in its product and the important part being played by the "troops in the field."

When Holland returned to Los Angeles, he brought reports confirming large sales increases in every territory in the U. S. Jalof and Lewis, Mattel western representatives, declared their sales (as a result of the store display aids and wholesaler sales meetings) were 48% higher than in 1957.

The Handlers promptly hired a complete second shift at their Los Angeles factory. As many guns as space and material permitted would be rolled off production lines for months to come! ♦

ROCK ISLAND, MOLINE, EAST MOLINE, ILL. AND DAVENPORT, IOWA

## QUAD-CITIES MARKET DIGEST

a quick summary of market data for sales managers

This is no secret . . .  
We're just restating what others say\*—

### "Business is quite good on the Illinois side of the Quad-Cities."

For six consecutive months, January through June 1958, Rock Island, Moline and East Moline are rated as "preferred cities" by Sales Management. Retail sales here are above the national average. Local retailers report steady buying—month after month, with prospects for the rest of 1958 even better.

Advertisers who seek profitable markets can find one here, well worth an investment in advertising space, right now.

*\*Local retailers, Sales Management*

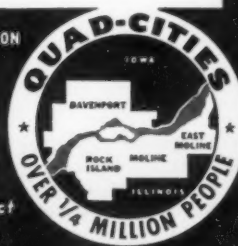
The "preferred cities" of Rock Island, Moline, East Moline are on the Illinois side. These newspapers cover them—without duplication.

THE QUAD-CITIES LARGEST COMBINED DAILY CIRCULATION

## THE MOLINE DISPATCH

## THE ROCK ISLAND ARGUS

For complete market and coverage data contact  
Mr. Harold Swanson at The Argus or Dispatch



# Why did they fire the salesman who sold the volume?

Take the case of Rothbottom-Wrightnour, for example. A decade of steady demand in Metalworking has really paid off. Plant modernized, product improved, line expanded. Customers, aware of R-W products, pushed volume high.

This year things got tough. Suddenly, the big, top-quality R-W line wasn't moving. And management decided to trim costs. Then, unwittingly, they fired the best salesman the company ever had. Who was he? The specification/application advertising that had played such a big part in building R-W sales.

Because people have short memories, its abrupt departure hurt. R-W salesmen coming to plants missed the air of quick familiarity. Sales story took more time to tell. Competitive advertising dimmed the company's identity. And sales slumped further.

The fallacy of R-W's action is quickly apparent. With 90% of all Metalworking purchases made for production, it's easy to see the importance of contact with the men who control this activity.

But winning acceptance from technical people can be tough. Even if a salesman reaches the right man, the job usually calls for more than personal selling. Big thing is to keep production men choosing your product, day by day, rather than a competitor's.

That's where advertising in American Machinist helps. As an authoritative publication for Metalworking production men, American Machinist is edited to provide the "know-how" and "how-to" that these men need — and want.

Because product data is a "must" for the specifying/recommending production man, advertising in American Machinist co-stars with editorial. Both are equally well-read.

When you advertise in American Machinist you sell the Metalworking production man. You can be sure of this because more of them subscribe to American Machinist than any other Metalworking publication.

McGraw-Hill Magazine of Metalworking Production

330 West 42nd Street, New York 36



## A Religious Revival for U. S.? Sacred Records Says "Amen!"

Despite the seeming interest in religion, Sacred Records with local distribution, was foundering. Then its president threw the company's watch fob marketing methods out the window, went 20th century. Result: \$2½ million sales.

The so-called religious revival in the United States has been analyzed, dissected, held up to the light, admired, scoffed at by educators, theologians and psychologists. Churches are full — but whether they're hanging out the S.R.O. signs because of a genuine interest in religion or because people are, basically, conformists is a moot question.

Another straw in the wind is the success of a company that calls itself "the largest, exclusive producer of religious records in the U.S." Last year Sacred Records, Inc., Los Angeles, grossed \$1 million—or about the equivalent of its volume in the first decade of operation. This year it expects sales to reach \$2½ million.

(Before those of you, who would like to believe that America is becoming more religious can raise your eyebrows and say, "You see!," we must add that, in our view, a great part of this success story is due to astute sales management.)

In early 1954 Sacred Record's president, Earle E. Williams, took a long analytical look at his company's business. The firm was then doing all of its selling through retail stores (they still account for 25% of sales). He had tried every promotional device he could dream up, among them, the pioneering of records in religious book stores. And the company had grown—but too slowly to suit him.

The fly in the ointment, Williams decided, was the concentration in retail stores. For these outlets were limited; they had many other lines to push, some with higher discounts. Average sale per customer was small.

Williams decided to try something unheard of in the religious field. He instituted direct-to-the-customer selling by trained personnel with a "package" as the door-opener. He called his package "The American Library of Sacred Records." It included not just

a wide assortment of musical recordings but also a "Talking" Bible, a Children's Library and Family Devotionals.

When Williams examined results of the first few months of operation for the new plan he was dismayed to find that sales were just so-so. He soon spotted the weaknesses: Most families were without a record player; few could afford to pay cash for the \$225 library that made up the "package."

His next step was to look over all types of record players. Finally he found one he liked, made by Symphonic Radio & Electronics Corp. Then he readjusted the price of his package, with Sacred Records absorbing most of the player cost, offered the Library to potential customers with a "free" record player as an inducement.

### Friendly Financing Did It!

To get over the price hurdle he went to Beneficial Finance Co., a national loan organization, arranged to have that corporation handle the paper for purchasers of the Library. By this obvious device Sacred Records was able to offer the Library for a small down payment, the balance on budget terms. The contracts ran as long as 21 months.

And sales began to pick up comfortably.

This month, 16 new Stereo-Sacred Library records have been announced. Williams points out that three-dimensional stereo is as revolutionary as TV was to radio.

This is a home educational project, Audio Bible Studies, now on sale after two years of planning. To spearhead the project he called in Dr. Harold Lindsell, dean of faculty at Fuller Theological Seminary. Other Bible scholars from universities and

seminaries agreed to participate. Each prepared his own material from an integrated plan, then recorded it. The result, again in Williams' words, "is the most ambitious Bible project ever attempted in the audio field." (The American Society, with its huge recorded Bible projects, might take exception to his appraisal.)

The series consists of 132 full-length recording sessions of 24 minutes each, on 16 2/3 r.p.m. records. It includes surveys of the Old and New Testaments, with highlights of each; Great Doctrines of the Christian Faith; the life of Christ, etc.

Says Williams: "Object of the Home Educational series is to bring religious education, heretofore primarily limited to the church and seminary, into every Christian home. Hence this series should strengthen the liaison between church and home."

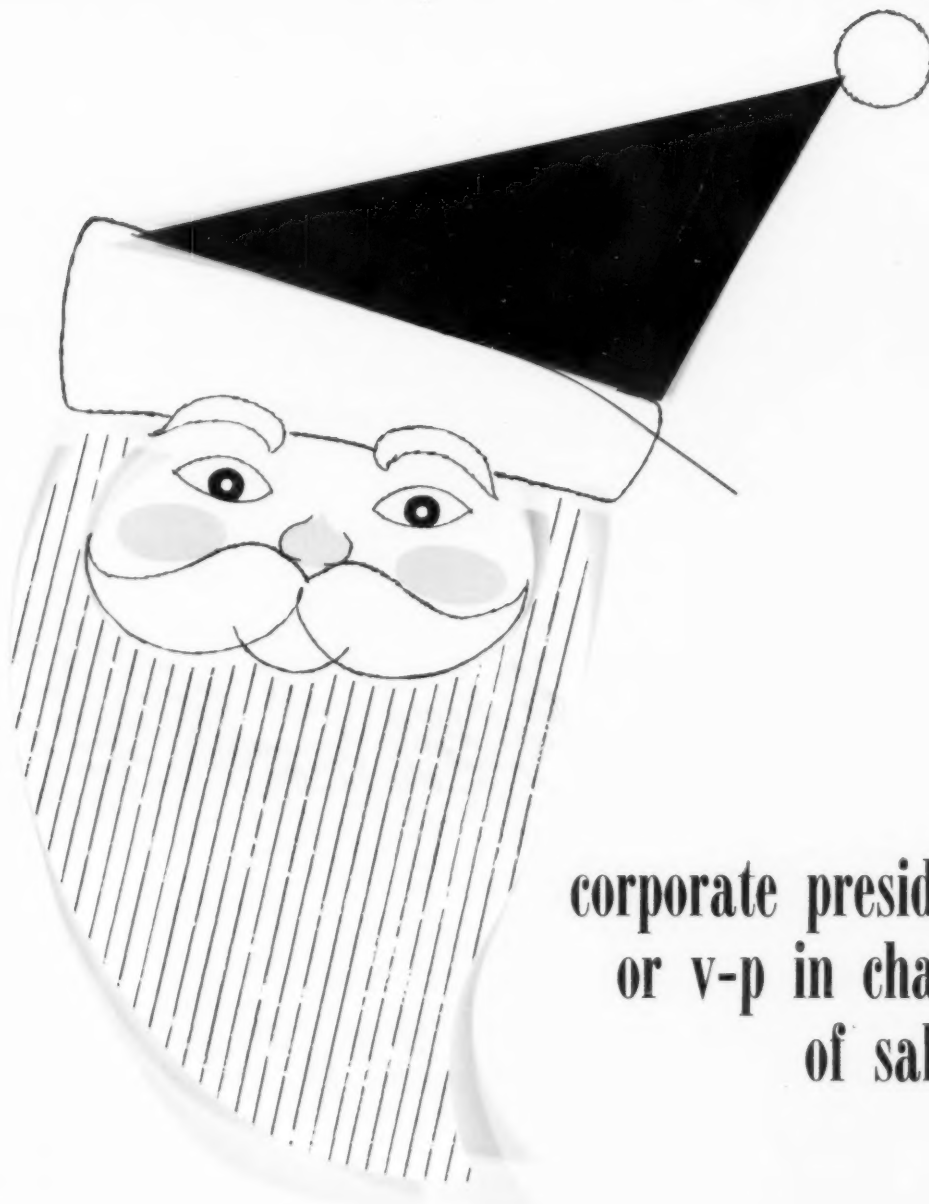
Some of the other subjects covered in the series are such theological jaw-breakers as forgiveness of sins, atonement, God the Father, Son and Holy Ghost. These subjects have taxed the intellect of prominent theologians down the centuries. Of course they're vastly simplified for the record-playing public.

Williams started Sacred Records as a company that would not only produce religious musical recordings but would eventually become active in associated fields. He seems to have made it.

Sacred Records continues to sell direct to the consumer through its trained salespeople. The package, with record player, sells for \$249.50. Distribution, once local, is now on a coast-to-coast basis.

And the company finds that original customers, once they have paid off their accounts, are demanding new packages. Williams, an ordained minister, has no doubt that his company's customers are his "for life." ♦





**corporate president  
or v-p in charge  
of sales?**

One or the other, probably. We don't know. We *do* know that 81% of *Sales Management's* subscribers select corporate business gifts and incentive awards. And that last year our

**Continued →**

(continued from preceding page)

sales-minded executive subscribers had the say-so in gift expenditures averaging \$5,604 per company.

That is why we publish the annual September 10 Business Gift Issue. Subscribers use it to select gift merchandise and set the pattern of corporate giving . . . for Christmas and throughout the year . . . for customers, salesmen, employees, dealers, distributors . . . for office, personal or home use. From food products to automobiles, from bar equipment (including the liquid) to sports gear.

So, when a corporation wants to extend its good wishes in a tangible, palpable way, the September 10 Business Gift Issue is — well — indispensable.

It is a plansbook.

. . . a showcase for products in a variety of price ranges.

. . . a sourcebook.

. . . a roadmap to gift-giving etiquette.

. . . an almanac of trends and tastes (how to be *bright* about gift-giving).

It will meet and complete your requirements, whether your corporate gift program is grandiose or modest.

Even its four-color cover (and an article inside about chocolate-covered ants) will stir your imagination and magnanimity.

It will be off the press September 10 and in your hands a few days later.

Sales Management  
The Magazine of Marketing  
New York 16, N. Y.

If you were head of sales and your salesmen:

Sold to plumbers who in turn sold to consumers . . .

Drove sedans and you wanted to switch them to station wagons . . .

Worked in street clothes and you wanted them to don overalls . . .

## Would You Dare Give Your Salesmen This Kind of Retraining?

Call him Jim. Twelve months ago he was an average salesman with average clothes, average sales tools, an average small car, an average sales spiel, average sales attitude—and average sales support. Jim sold as many water heaters as the average salesman who haunts building supply jobbers and wholesalers. Since he didn't sell directly to the plumber, the retailer was a fellow somewhat out of his orbit. The fact that it was the plumber who was his real, though indirect, tie with the homeowner, and the man who could break or make his factory, concerned him only slightly. He knew that the plumber was becoming more and more of a mechanic and less and less of a merchandiser, but what the heck?

Jim couldn't think of many good reasons why he and the plumber should speak the same language. Further, Jim would have hooted at the indignity of donning overalls, and personally blasting out a cylinder which would become a frame for one of the water heaters he was expected to sell.

Then something happened to Jim. He became one of Republic-Odin Appliance Corporation's "Nine Retrained Salesmen." He is now a changed man, and there's no longer anything average about him. This metamorphosis in Jim was supervised by hard-hitting, tough-fighting Milton Stevens, chairman of the board. Stevens, though now only 47, has been in Republic's financial background since early 1948, but, liking variety, he was similarly involved in myriad other enterprises.

How did Republic proceed to retrain its salesmen? Stevens makes this clear in answer to a series of questions.

**Q.** Mr. Stevens, would you say there's a direct connection between retraining those nine men and breaking your sales record so far this year?

**Stevens:** Definitely! Four years ago we were 37th in water heater production. Despite this year's first quarter general business slump, we had a 33-1/3% sales increase over last year's same period—our previous high record. Net income went up in a corresponding ratio. Our 1958 figures make Republic the largest independent water heater manufacturing firm in the world and the fourth largest manufacturer in the entire industry. Only A. O. Smith, Rudd and Rheem outrank us.

**Q.** How did you choose the men to be retrained?

**Stevens:** As an experiment, we selected the nine men covering our West Coast, Greater Vancouver and West-

ern Canada areas. Their coaching was under the immediate personal direction of H. F. (Harold) Scott, then West Coast Division sales manager, now (since July) national sales manager. Taking the training also were our other two divisional sales managers. Our northern sales manager is a woman, Miss Opal Mitchell, but she went right into overalls along with the men! The purpose in having all sales managers in on the experiment was to acquaint them with it for use in their own divisions.

**Q.** Will you outline your retraining procedure?

**Stevens:** Yes. There are five basic steps.

1. First, we took the men off straight salaries and put them solely on commissions—with drawing accounts. Why limit a man to life in a small apartment if he's going to be re-educated to earn the price of a showplace in the country club section? Nobody can pay a real salesman a salary he's worth!

2. Having assembled our men for retraining, we began having our top executives give them something of a brainwashing about attitude. We felt that the whole educational process would be hogwash without positive thinking on their part. Don't discount the power of positive thinking for salesmen! We've pounded this slogan at them, "You can make June in January if you will only look at the sun!"

3. We put every man into work clothes and into our Los Angeles plant for 90 days. They didn't just watch operations. They labored.

Side by side with skilled workmen, they used the scarfing and grinding machine on interior longitudinal welds for better glass lined fusion. After all of this it was a lark to join the block

### Epitome of the Successful West

. . . is Milton Stevens, who drives a white Mark III Continental, designed and built the posh Frontier Hotel at Las Vegas (and sold water heaters, indirectly, while running the whole shebang). His lingo is so Hollywood-oriented you need Frank Sinatra to translate. He describes the chaotic water heater industry as "one long stretch of price war now that natural gas fields in So. California have made it the water heater manufacturing capital of the world." His dice table lingo crops up in his water heater slugging: "We fade 'em all and fear no odds." Once he designed private label appliances for firms that are, today, his competitors. Don't let the lingo fool you. He's a graduate of Northwestern University in designing and engineering.

buster press (ranging to 600-ton capacity) division and do precision stampings.

4. Following graduation from the 90 days of factory activity, the nine men returned to their selling through the regular established sales channels but with the regional sales manager spending all of his time guiding them individually.

A new way of life had come to our salesmen, and even their automobiles were switched from hardtops or sedans to station wagons. In their new roles of giving service as well as selling, they like the utility of the wagon. One reason: It facilitates carrying spare parts. Another: If a water heater is needed in an emergency, the salesman himself can rush into the factory for it and deliver it in his wagon.

5. Although our salesmen do not sell directly to plumbers in areas where the plumbers can be served by

jobbers and wholesalers, we indoctrinated our retrained men on "How to Help Plumbers Merchandise."

Our salesmen have been working with plumbers both in the plumbing shops and at dinner meetings in their territories. We have made our salesmen conscious now that it is the plumber himself who holds the real key to our success, and that with his having to pay journeymen \$4.50 per hour before he can begin to make a profit, the plumber needs all the real and psychological help we can give him.

For instance, one of the plumber's big sales handicaps in the past has been his lack of display and merchandising know-how. Now we have our salesmen showing plumbers how to set up water heater displays in their showrooms, how to decorate their windows, how to advertise.

Q. Have you some sales and advertising aids which salesmen can pass along to the plumber outlet?

Stevens: Indeed we have—three outstanding aids.

1. Advertising mats and lay-outs co-ordinated with our hopped-up national advertising campaign. Jobbers and wholesalers have 10,000 or more items in the plumbing line to sell through the plumber, and naturally they can't be nearly as concerned with getting water heaters advertised as we are. Sears has been promoting water heaters directly to the public, and taking play away from the plumber. Our advertising co-operation is one way of making the plumber competitive.

Our current advertising budget of \$250,000 is two and a half times what it ever has been. In June our agency, David Davidson Co., Los Angeles, had us in *The Contractor, Plumbing & Heating Business, Domestic Engineering and Reeves Western Plumbing*, among other businesspapers. Further we are using such homeowner publications as *Sunset*, special sections of newspapers and both local and national TV shows. Usually the TV dealer tie-in advertising is locally-sponsored 5-minute sport telecasts in Detroit, Chicago, Los Angeles, Pittsburgh, Philadelphia, New York and Miami.

Some 21,775 reprints of our June ads were direct-mailed to a growing list of both wholesale and retail outlets that hear from us monthly. An additional 10,000 mailing pieces were rushed out for us by Enyart & Rose, Los Angeles direct mail firm, on a special June promotion. Still other direct mailings for June brought our total to over 100,000. In fact our minimum direct mailing these months is 50,000 pieces twice a month.

The 25,000 or so plumbers and journeymen gathered for the 1958 National Plumbing-Heating-Cooling Exposition in Los Angeles, June 30-July 3 were greeted with replated, regular editions of the Los Angeles *Herald-Express* headlined, "Republic Heater Welcomes Plumbing Show." At our special booth at the convention we distributed reminder advertising gifts such as gold-plated rulers, monkey-wrench knives and walking canes. We're busy strengthening, at every opportunity, that link between the factory and the retailer.

Ordinarily in using our advertising mats and lay-outs, the plumber buys his own newspaper space, but during special promotions, like one we have coming up around Labor Day on our Cobra-head burner, we often pay 50% of the local advertising.

2. Another of the aids our retrained salesmen are using to bring the

### If You Can Answer These Questions Start Your Own "Believe It or Not!"

1. What county in the United States has the highest ratio of income to households?
2. What city in the United States has the highest ratio of sales to population?
3. What city in the United States has the highest percentage of households having Effective Buying Income of \$10,000 or more?

#### ANSWERS:

1. CHATTAHOOCHEE, GA. This county is credited with income per household of \$57,535! The U.S.A. average is \$5,921. SALES MANAGEMENT's *Survey of Buying Power* estimates reflect the income of the 40,000 infantrymen at Fort Benning, Ga. These transients plus cadre are excluded from the Department of Commerce Census definition of households in Chattahoochee County, Ga., of which there are 1,800. Source: SALES MANAGEMENT May 10, 1958, *Survey of Buying Power*, page 317.

2. MENANDS, ALBANY COUNTY, N. Y. General merchandise sales include sales of "non-store retailers." This category was included under the general merchandise group in the Department of Commerce 1948 Census and is particularly significant for these cities too (For detailed explanation, see page 29, SALES MANAGEMENT May 10, 1958, *Survey of Buying Power*.): Chicago, Kansas City, Minneapolis, Philadelphia, Boston, Atlanta, Memphis, Dallas, Los Angeles, Seattle, Greensboro, N. C., Denver, Portland, Ore., St. Paul, Oakland, Baltimore, Fort Worth, Tex., North Kansas City, Mo. Source: SALES MANAGEMENT May 10, 1958, *Survey of Buying Power*, pages 525, 538.

3. SCARSDALE, in Westchester County, N. Y. — only 19 miles from New York City. Scarsdale's 17,600 population is made up into 4,600 households. More than half — 56.5% of the households — have annual disposable income of \$10,000 or more. Source: SALES MANAGEMENT May 10, 1958, *Survey of Buying Power*, page 538.





**STRENGTH.** Make this test yourself. Join a sheet protector of "Mylar" polyester film to an ordinary sheet protector with "S" hooks or ordinary paper clips. Then snap! Even though it's much thinner, the sheet protector of "Mylar" remains intact while the ordinary sheet pulls away at the ring holes.



**THINNESS.** "Mylar" combines remarkable strength with space-saving thinness . . . up to 35% more sheets in a ring binder . . . helps cut weight and bulk in salesmen's kit.



**SPARKLING CLARITY.** Sheet protectors of "Mylar" add eye appeal to sales presentations, reports or displays. "Mylar" remains flexible . . . won't discolor, crack or become brittle with age.

## New thinner, stronger sheet protectors of Du Pont Mylar® can help save you space . . . cut replacement costs

Tough, clear Du Pont "Mylar"\* polyester film puts extra "muscle" in sheet protectors . . . makes them truly wear- and tear-resistant . . . prevents hole "pull-out." And the thinness of "Mylar" makes it possible to get up to 35% more sheets in a ring binder. Salesmen have less bulk and weight to carry.

What's more, sheet protectors of "Mylar" won't crack or break with age. They remain flexible, easy to handle . . . will not discolor. This long life can help cut your replacement cost on sheet protectors!

So be sure to capitalize on all the advantages of sheet protectors

made with "Mylar" . . . long-lasting strength, brilliant clarity, extra thinness. Next time you order from your stationery supplier, specify "Mylar." For demonstration sheet, write: E. I. du Pont de Nemours & Co. (Inc.), Room 00, Film Department, Wilmington 98, Delaware.

\*Du Pont manufactures the base material "Mylar"—not finished sheet protectors. "Mylar" is Du Pont's registered trademark for its polyester film.

### HERE ARE SOME OF THE ITEMS YOU CAN NOW GET WITH "MYLAR"

Reinforced Sheets	Index Card Holders
Job Ticket Holders	Wallet Inserts
Index Tabs	Sheet Protectors
Book Covers	Blank Tabbing
Typewriter Ribbons	Carbon Paper



BETTER THINGS FOR BETTER LIVING . . . THROUGH CHEMISTRY



plumber back into the merchandising arena has been tried with 5,000 Los Angeles and San Francisco plumbers and is about to break nationally. That's our "Republic Heater Easy Payment Plan." A finance company handles this for us. We furnish the installment contracts in book form, and all the plumber has to do is have the consumer sign one. The finance company takes the paper and pays the plumber.

3. A third major new aid to the plumber is our individualized emergency sticker, which glues right onto the water heater and bears the plumber's name, address and telephone number. The sticker is valuable to the homeowner in giving practical, immediate instructions on what to do before calling the plumber if a water heater springs a leak, and consequently gets put to use for mutual benefit.

In March we offered these stickers to plumbers in our business journal ads, and have direct-mailed invitations to send for them. So far, we've given away \$15,000 worth of them at a cost to us of \$3 per plumber. We expect to have three million of the stickers in American homes by the year-end.

**Q.** Are plumbers pushing your more profitable water heaters as a result of the salesmen-plumber re-education program?

**Stevens:** In every instance salesmen, armed with their new knowledge of actual water heater construction, have been able to teach plumbers to upgrade in selling. Our salesmen are convincing now when they explain that the master plumber is entirely wrong to spend all his sales time competing in low cost heaters when the better profits lie in, for example, 15-year warranted "Super Deluxe Thermoglas" heaters.

By the time our retrained salesmen were returned to their territories they knew that selling the first time only wasn't our goal. We wanted distributors to feel they simply had to have our line and equally eager to continue it. It isn't our policy to invade a territory just to make a salesman feel good. In this industry we don't want either our salesmen or distributors or plumbers thinking of only temporary rewards. In the past the plumber has been letting the cream of the crop get away while he kept only the crumbs. Our retrained salesmen are turning not only themselves but all outlets into money ball players.

**Q.** Does your retraining program

## The Nadir, My Child, Is Born!

By Raymond Loewy, Partner  
Raymond Loewy Associates

Production is in full swing. Thousands of Nadirs, Model 51, are moving on the assembly line, packed and crated, and stored in warehouses until there are enough in stock to send at least a few to every dealer in the land.

A few days before this moment has arrived, meetings are held in every large city, in hotel ballrooms or convention halls. These meetings are more or less spectacular according to the importance of the company and of the product making its debut. In the case of the Nadir it is a medium-size affair attended by about a hundred dealers or distributors. Usually the press is invited and refreshments are served. There are plenty of refreshments.

In the case of a major product introduced by a leading corporation, guests may reach into the thousands and be treated to lunch. The menu usually consists of shrimp cocktail, creamed chicken with peas and carrots, ice cream, and coffee. There is plenty of talk about weather conditions, high taxes, competition, etc. Jokes, practical or impractical, are exchanged in enormous quantities.

After lunch, an executive of the company, or two or three, makes a rousing speech, the band plays "Hail, Hail, the Gang's All Here," "The Sidewalks of New York," and "Oh, What a Beautiful Morning." The chairman reads a telegram from the Governor of the state. In extreme

cases, "The Star-Spangled Banner" is executed.

By this time, the refreshments have taken effect and tobacco smoke reduces visibility to ceiling one. In a final blare of trumpets, the lights are turned out, spotlights hit the stage, the curtain rises, and the Nadir appears to the delirious audience in its smoke-veiled innocence. On its right is a gorgeous blonde in gold lame evening gown, on the left a red-headed babe in Bikini suit, with exceptionally long, fluttering lashes. There is usually a moment of hushed silence, then a roar of appreciation at the beauty of the scene, mixed with many wolf calls and hiccups.

The curtain goes down in the regulation blaze of glory, and everybody scrambles out in order to be the first one to reach the checkroom, the gent's room, or the nearest bar. There is also a long queue in front of the phone booths in order to make urgent business calls or calls about tonight's business urge.

The waiters are already removing the debris and making room for the dog show that is to start at 7:00 p.m. sharp.

The Nadir, my child, has been born and is on its way to commercial glory—we hope. ♦

*From "Never Leave Well Enough Alone," by Raymond Loewy. Simon & Schuster, \$5.*

differ from your program for training new salesmen?

**Stevens:** In this respect only—we don't give the new salesman a territory until *after* he has had his 90 days in the factory *plus* his 90 days going about with a regional sales manager. Otherwise, we're so pleased with the program that we're using it for all trainees—new and old.

**Q.** Do you have sales meetings as a follow-up on the program?

**Stevens:** Yes, I co-ordinate what

we call a "Merchandising Clinic." We plan to hold three of them, one in each sales division, each year, and show not only the re-educated salesmen but the re-educated plumbers what it takes to sell more and more water heaters. For this meeting we use a hotel or any large gathering place, and we employ any dramatic and convincing means available to demonstrate our points. Movies have been helpful. So have cut-aways of water heaters to point out welding methods, for we never drop emphasis on *how well* our products are manufactured. ♦

# STATION **WHO** PUTS THE *Plus* INTO MERCHANDISING!

"Feature Foods" is a comprehensive merchandising *plus* service conducted by WHO Radio at the point-of-sale in 350 high traffic chain and independent food stores. Coverage includes all cities of 5,000 population or more in 76 of Iowa's 99 counties. It is available, at no extra cost, to advertisers whose products are sold in food stores and whose gross expenditure on WHO Radio is \$300 per week for 13 weeks, or \$3900 within a 13-week period of time.

**HERE'S HOW IT WORKS:** Each 13 weeks, experienced WHO "Feature Foods Merchandising Teams" guarantee you all four of these *plus* services:

WHO's Feature Foods merchandising service is producing *big results* for many of the nation's finest food manufacturers.

Talk to PGW about putting more "plus" in your Iowa advertising with WHO Radio—and Feature Foods!

WHO Radio is part of  
Central Broadcasting Company,  
which also owns and operates  
WHO-TV, Des Moines  
WOC-TV, Davenport

## WHO

for Iowa **PLUS!**

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager

Robert H. Harter, Sales Manager



Peters, Griffin, Woodward, Inc.,  
National Representatives



**REGULAR SHELF MERCHANDISING**

We check your displays, shelf stock, prices, POP materials, etc.!



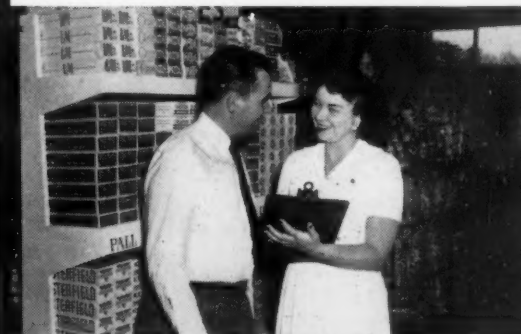
**50 ONE WEEK SHELF EXTENDER DISPLAYS**

WHO merchandisers make and place all displays!



**36 DAYS OF WEEKEND BARGAIN BAR PROMOTIONS**

High Volume Supermarkets!



**MONTHLY REPORTS**

Reports from grocers to you about your products!



### The Pitcher . . .

Harry Daniels originally wrote "What is a Sales Talk?" for the

salesmen of his district. (He's Eastern Division manager, Robert Palmer Corp., Santa Barbara, Calif.). When it came to our attention we liked it. Here it is . . . Daniels was born in Pennsylvania, worked his way through Bucknell, pitched for the baseball team, even tried out for major league baseball. Says he went to work for Johnson & Johnson because he'd had so much experience with bandages! Joined Palmer in '51, selling in Pennsylvania, worked steadily upwards. Still a baseball enthusiast with pride in his home team, he's even prouder of his beautiful wife who's an amateur leading lady in summer stock.

By remaining as flexible as business trends themselves, the Robert Palmer Corp. has grown with the organizations it serves. The company (it creates progressive employer-employee relations programs) was founded by Robert Palmer in 1937. Then it occupied a small office in the Bell Building, Chicago, had a staff of six people. Today the organization numbers 100 employees, has sales and merchandising offices in Santa Barbara, shipping offices in Chicago. Palmer's philosophy is based on his belief that the individual's self-interest and desire for self-improvement fulfill a business need, are adaptable to any size organization.

## What Is a Sales Talk?

The author contends: "It is the entire sales career of the man who wants success." His critics say: "Your salesmen will sound like parrots if they follow his advice." Which philosophy do you prefer?

By Harry H. Daniels

Just what is a sales talk? I've asked this question of hundreds of people: salesmen, sales candidates and laymen. The answers I've gotten all seem to fall into two general categories. First, to a very small number of men, it is a memorized, "canned" talk. Second, and to the great number, it is the spiel a salesman makes when he's trying to sell you something you don't need or can do without. If these two definitions are true, then all the vilification, disrespect and abuse heaped on sales and salesmen is justified.

As a salesman I deeply resent any and all such denunciations. I do realize that there is cause and effect in play here as in all other things. The cause is the poorly planned and sloppy efforts of those in my profession who, if they were in other professions, would be driven out. The effect that is caused by these "money changers in the temple" is to lower the standards, the aims and the respect the professional man labors so hard and long to achieve.

The making of a sale is not an accidental thing. It is a necessary — even a vital — action in the development and preservation of our way of life. In our economic structure, nothing occurs until a sale takes place. When there is so much at stake, how,

in the name of common sense, can men assume this responsibility and take hit-or-miss methods out with them? In everything a salesman does or says, he is being judged by a critical audience. He spends his business life in the center of the stage. Unless he is prepared to utilize each moment, each opportunity to the fullest, he is a failure; worse yet, he has thrown away his chance at self-respect and security.

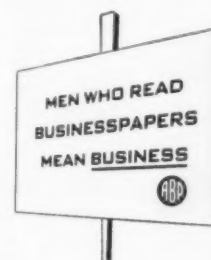
There is only one way to be prepared to do your best when you are on that center-stage spot in front of a prospect — only one way: Know what you are going to say and exactly the words you will use to say it. This is a sales talk — a clear, unfettered presentation of your proposition in a step-by-step development that leads to only one thing: the prospect's complete understanding of everything you've said. For, without his complete understanding of your offering, you've failed. You've failed him, you've failed yourself.

When he understands your proposition completely, he is in a position to make the most sensible decision for him. All the facts, with none of the fiction, are his. They are fresh in his mind. He can sift them and weigh them and reach his decision easily, comfortably and naturally. That can

be achieved only with a thoroughly prepared presentation — a presentation that is more than just "memorized." Committing it to memory is only the first step. You must take it beyond that initial stage in your development. It must go into constant study, ceaseless review, until it becomes an inseparable part of you. Then you can relax with the pride of a job well done, and *be yourself* when the curtain rolls up and you are on the stage.

Does this sound easy? It isn't. Don't be fooled for a minute that anything less than hour-by-hour, day-after-day dedication to this will bring success. Only the failures and mediocrities will differ with me. They have reasons—reasons they have sold and resold themselves, and that they'll sell you, if you want to listen. You won't have the time to listen to these bleeding hearts, if you've dedicated your life to the greatest career and opportunity in the world today.

What is a Sales Talk? It is the entire sales career of the man who wants success. Without it, you fail. With it, you can rise to the very pinnacle of success, happiness and security in life and in business. ♦





## FAMOUS FALLACIES about industrial advertising

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We don't see  
any results from  
our advertising



### *John L. Gillis replies to this one...*

According to Mr. John L. Gillis, vice-president of marketing, Monsanto Chemical Company: "Industrial advertising produces results when it puts into people's minds ideas which create a favorable attitude for salesmen to capitalize upon."

The specific effect of industrial advertising upon the market can seldom be measured alone.

Because: advertising is only one member of a marketing team which also includes product development, market research, sales control, field engineering and product performance — all reinforcing the work of the salesmen.

Most industrial salesmen today know that their

companies' advertising is an invaluable aid to them in selling — particularly the unseen, unsuspected and inaccessible buying "influences" whose "OK" is often vital. These salesmen would be the first to agree . . .

Effective advertising support is one of the most valuable tools in the salesman's kit.

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## NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION, INC.

271 MADISON AVENUE, NEW YORK 16, NEW YORK

An organization of over 4000 members engaged in the advertising and marketing of industrial products, with local chapters in ALBANY, BALTIMORE, BOSTON, BUFFALO, CHICAGO, CLEVELAND, COLUMBUS, DALLAS-FORT WORTH, DENVER, DETROIT, HAMILTON, ONT., HARTFORD, HOUSTON, INDIANAPOLIS, LOS ANGELES, MILWAUKEE, MINNEAPOLIS-ST. PAUL, MONTREAL, QUE., NEWARK, NEW YORK, PHILADELPHIA, PITTSBURGH, PORTLAND, ROCHESTER, ROCKFORD, ST. LOUIS, SAN FRANCISCO, TORONTO, ONT., TULSA, YOUNGSTOWN.



## So Advertising Won't Produce Sales!

(continued from page 34)

—a 'fraction' of your time, thought and energy."

Salesmen were urged to consider whether they were spending too much time on areas without potential, or with dealers who could not grow; how many key dealers they had and whether they were well represented in the key districts.

Salesmen were also to select "target

cities" by classifying their districts into A, those in which they had satisfactory complete line representation, and B, those in which they had inferior representation. They were to indicate the business potential of each and get top dealers in the best areas.

To guide them in picking "target cities" Davidson sent them Dun & Bradstreet listings of 135 cities which

represented 71.13% of the business potential.

What qualifications must a target dealer possess?

1. He had to be a new account who would help Mueller develop heating and air conditioning business in his city. Mueller Division would not do the whole job for him.

2. His potential of purchases from Mueller had to be at least \$25,000.

3. He had to have a sales organization and take responsibility, together with the Mueller field sales representative, for a program of promotion, including continuity in advertising and contact follow-up. Mueller's Clima-Test program was provided as a guide. The dealer had to use this program, or another just as good.

The clincher was a commitment by the Mueller Division to provide extra advertising and promotion funds for a "Terre Haute story" in each regional target city. Mueller had set aside \$125,000 to be spent according to the test account potential.

In addition, the Mueller dealer was assured that his would be the exclusive Mueller outlet in his area. Sales representatives were given until January 1958 to make their reports.

"You have set your own 'targets.' Good luck, good hunting in 1958!" Davidson told them.

Developed by Sales Manager Richard Schmidt (then sales promotion manager), William Sutherland, advertising manager, and the company's agency, Klau-Van Pietersom-Dunlap, Inc., the Clima-Test program was aimed at the furnace and air conditioning replacement market.

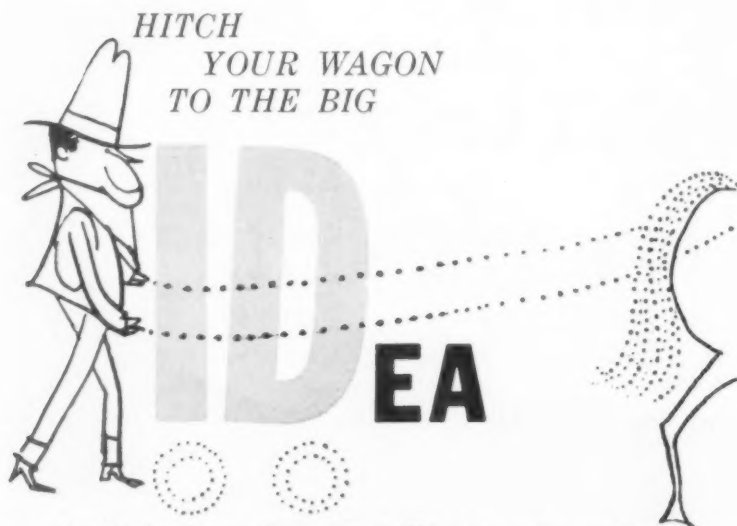
Davidson explains:

### On Sales Aids

"If sales aids aren't being used it's not wholly the fault of the salesmen—it's largely the fault of management.

"If you design a practical sales aid that really will help a salesman make more sales, if you convince him that he'll make more sales by using it, if you train him in how to use it, and if you supervise him to see that he does use it—then a very large percentage of your salesmen will use your sales aids."

Porter Henry, Jr.  
President,  
Porter Henry & Co., Inc.



Caught in the profit squeeze? Watching sales costs spiral while net income slips? Then it's high time you cue into the big IDEa.

Use more "selling-power"

Follow this tested formula to get more qualified salesmen making more sales calls for less money. Start getting acquainted with your distributors now.

Your distributor is a local man covering local industry better and more often than anyone else. But he handles a number of lines. There's your real competition. Make him willingly give you more of his valuable selling time.

How? Tell him about your company, your distributor benefits, sales advantages, service policies. Got a sales training program? Say so. And don't forget about trade show exhibits, advertising and promotion. The more he knows, the harder he'll sell.

Tell him as much as you can, as often as you can, through his one and only magazine...

**Industrial  
Distribution**

A McGraw-Hill Publication • 330 West 42nd Street • New York 36, N. Y.



"There are millions of homes and buildings today that are more than 20 years old, with obsolete heating equipment. The industry is making a lot better furnace than when that equipment was installed. Today's furnace has better welding and better blowers, which are sized more properly. It has more effective devices to eliminate dust and dirt. In a home of that age the furnace, or at least its controls, should be replaced.

"We developed the Clima-Test program to appeal to the homeowner—not through fear or high pressure, but through the desire to have a more comfortable and healthful home."

The Clima-Test program is being used house to house, over the telephone, by direct mail and even by doorknob advertising cards.

#### A. The house-to-house campaign

"Canvassing good prospect areas is a terrific selling tool for both heating and cooling equipment," Schmidt told the dealer outlets. "Many dealers report as high as 40% of their sales come from canvassing alone."

He recommended using "elderly men of good health and appearance, with supplementary income and low domestic overhead. They might be retired employees of railroads, utilities or industry. Canvassing gives young people off-season or slack period employment. School teachers, for example, are excellent prospects during the summer months, and so are college students."

The canvasser, Schmidt said, is not a salesman. His only purpose is to make an appointment for the dealer's salesman to look over the heating equipment. He needs no special knowledge of Mueller Climatrol.

Schmidt also gave tips on when to canvass: from 10 a.m. to 2 p.m. on days when the temperature ranges

from 40 to 90 degrees. For cooling equipment, he recommended the early spring, stepping up the program as the weather gets warmer; for heating, late spring and early fall.

Where to canvass: "For replacement heating business, select the areas in your community that are over ten years old. For cooling prospects, chances are that your canvass program will be more successful if you cover an area that has a higher than average income level. For conversion burner business, obviously you would canvass an area where there is a prevalence of coal-fired furnaces. It

may be possible to find out from the city hall which areas have heavy ash collections."

#### B. The telephone campaign

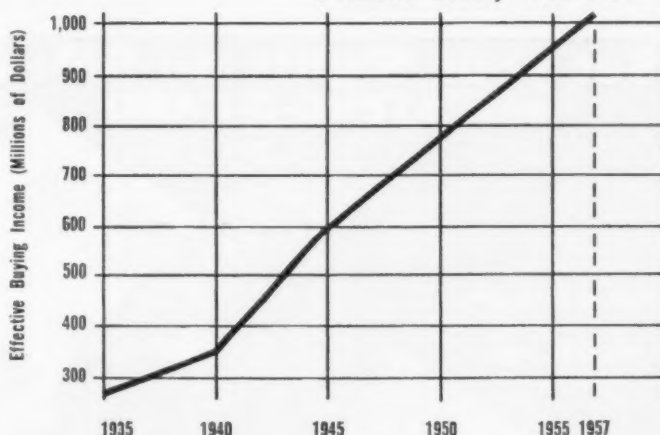
"This type of campaign can succeed if well planned and conducted by persons with pleasant voices and ability to make presentations—or it can flop miserably.

"The overall cost, including supplies, phone charges, etc., will run about 11 to 13 cents per call. Obviously, a phone canvass program would need salesmen for follow-up. A good rule of thumb is to have the

## WORCESTER NOW A BILLION DOLLAR MARKET

**\$1,039,790,000**

Effective Buying Income —  
Worcester County 1935-1957



Source: Sales Management

**2nd Market in Massachusetts with**

**91.9%**

coverage by the  
**TELEGRAM-GAZETTE**

Daily Circulation 162,449  
Sunday 105,300

Audit Dec. 31, 1957

**The Worcester  
TELEGRAM AND GAZETTE**  
WORCESTER, MASSACHUSETTS

**MOLONEY, REGAN & SCHMITT, Inc.**

National Representatives



OWNERS OF RADIO STATION WTAG AND WTAG-FM

#### Insurance

"Advertising agencies, as well as their clients, must realize that all help supplied at the point-of-sale—and by point of sale we mean the entire selling area surrounding the actual point of purchase—is the insurance factor backing up the vast sums of money spent on national and local media.

Leroy M. King,  
Merchandising Director  
Food Topics,  
Food Field Reporter

phone canvass portion of the program set up to account for a direct sales expense of about 6%. Therefore, if under a sales and advertising program, a dealer finds the average cost of his replacement heating jobs is \$800, the phone canvass cost should be about \$48. It becomes easy to check whether the phone canvass program is effective for him. In this case, the program would have to develop enough leads to sell at least one job out of each 375 calls."

When to call: housewives, 10:30 a.m. to noon, 2 to 4 p.m. or 7:30 to 9 p.m.; contractors and builders, before 9 a.m. and after 5 p.m.; dentists, before 9:30 a.m.; lawyers, between 11 a.m. and 2 p.m.; executives, after 10:30 a.m.; doctors, between 9 and 11 a.m. and 1 and 3 p.m.

### C. Newspaper ads, direct mail

These ads invite the homeowner to "Pick up a pencil and rate your heating system by this tell-tale Climate-Test:

"Is one room colder than others? Are your floors cold? Are you bothered by drafts? Do you have trouble keeping home well-ventilated? Is your furnace clean-operating? Do

odors linger?" The ad says even one "poor" rating means the heating system isn't measuring up, and offers a Climate-Test survey of its needs — cleaning, duct size, registers, etc.

Other ads urge "Stop teeter-totter temperatures in Your home. . . . Give us a call. How about today?" and "How can we help your heating system Wake Up For Winter. . . . Inspect furnace, check ducts, check registers, check thermostat."

The Mueller Division furnishes newspaper mats in sizes ranging from 140 agate lines (two columns by five inches) to 1,000 agate lines (nearly a half page).

The salesman on a follow-up call inspects the heating system, including the furnace, ductwork, registers and system operation. He recommends whatever correction and replacement is needed and submits a price estimate.

Sales in nine of the ten cities have increased, says Davidson. "The maximum increase in business for the first half of 1958 over the same period in 1957 was 9%, and the increases ranged up to 110% where the customer was involved. In only one city did purchases decrease.

"In three of the cities new cus-

tomers were obtained, accounting for a substantial increase in business, and in one of the large cities, four new dealers were franchised. . . . This city was the one in which sales increased 110%."

### The Dealer Council

Mueller executives "batted around" the Climate-Test program and incorporated the ideas of 12 representative dealers before adopting the program. The dealers, organized into a council, took two meetings to discuss it thoroughly.

It was for just such a purpose that the Mueller Dealer Council was organized in the fall of 1956. The Council, consisting of large, small and medium-size dealers, also makes suggestions about new products and engineering.

The latest meeting took place at Milwaukee in May, when dealers reviewed the current products and gave criticisms and comments.

Should Mueller spend time on marketing a certain type of heat pump, or put out an entirely new kind of air conditioning unit? The dealers favored the new air conditioning unit. Reason: The market is ripe for something brand new in that field.

Dealers also talked about heating concepts and engineering plans projected four and five years into the future. In advertising, they discussed Mueller's proposal to initiate a dealer highway sign program. Dealers in smaller towns favored this; to the larger centers it didn't mean much.

"It's the Dealer Council that 'talks back' to Mueller Climatrol about what is needed in product and promotion," says Davidson.

"The group was formed by our

## Set your Sights on Sales with STERE-O-CARD

A completely new concept in advertising and merchandising that literally sells your product on sight



**THE VITAMIN SELECTOR**

*The new display unit that sells vitamins*

STERE-O-CARD gives you  
six 35mm Eastman Color Stereo transparencies mounted in sequence. Folding  
Viewer lithographed in full color  
with printed mailing envelope

**write**

**FORT PIERCE INDUSTRIES**  
P.O. Box 2147, Fort Pierce, Florida

THE UPJOHN COMPANY  
shows their new Vitamin  
Selector with STERE-O-CARD

### A Handful of Mud?

"Accept the sacrifices of the moment for the rewards of the future. Move if your company moves you. Travel if your company says travel. Don't waste your energy by being afraid of the unpleasant assignments. And seek and ask for additional responsibility.

"As one well-known businessman once said: 'When you reach for the stars you may not get one. But you won't come up with a handful of mud either.'"

Richard C. Christian  
Executive Vice-President  
Marsteller, Rickard,  
Gebhardt & Reed, Inc.



firm, and the members are selected for three years on a rotating basis. At the first meetings they were a little bashful, but now they are more outspoken."

At Mueller's expense they attend spring and fall meetings at Milwaukee. (They bring their wives to the fall gatherings.) They have their own officers, make up their own agenda and run their own organization.

In Detroit and Chicago "sub-councils" have been formed as a sort of self-upgrading, self-policing and self-protective organization. The councils in those two cities guarantee customers that if a Mueller dealer installs a furnace or performs any other service in sub-standard manner, the council will complete the job at no cost to the customer.

But the homeowner must have a legitimate complaint. The councils protect their members against cranks or chiselers.

Using as criteria the National Warm Air Heating and Air Conditioning Association standards, nationally recognized as the best available, the councils themselves decide whether the job was up to par and whether the contract has been fulfilled. They work with the complete co-operation of the Better Business Bureaus and the local safety and health inspection agencies.

"Our whole sales, dealer outlet and distributor organization is becoming more advertising- and promotion-conscious," says Davidson. We are franchising one dealer outlet who is guaranteeing us \$200,000 worth of business this year, as against \$19,000 last year. With our advertising and promotion program we can do it." ♦

### Advertising Today

"No doubt we are all tempted nowadays to shout louder and make more superlatives than the next fellow. The great volume of advertising now directed at consumers could well suggest that unless we shout we may not be heard at all.

"But that suggestion is misleading. . . . Would you be more apt to listen to a salesman who exaggerates and screams all over the place—or to the one who presents you with an interesting and believable story."

Edwin W. Ebel  
Vice-President  
General Foods Corp.

## PIPE LINE

COMPOSITE CATALOG

## HOW TO COVER THE \$4 BILLION PIPE LINE MARKET

This year's pipe line market promises to top record 1954 with 18,302 miles of line already scheduled in the U. S. and new station construction at near-record levels. Foreign plans represent a 20% increase over 1957. Any economical means of putting your sales umbrella over this \$4 billion industry is well worth your consideration.

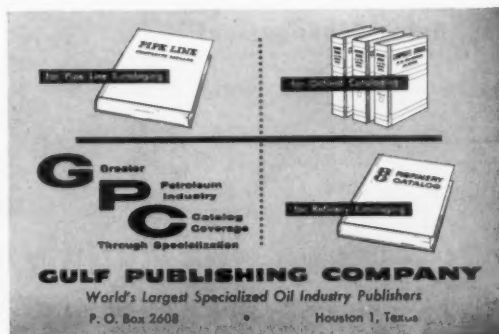
Published every 18 months, PIPE LINE COMPOSITE CATALOG is a bound, cross-referenced collection of manufacturers' and service companies' literature. Going to 4,000 select buying and specifying locations, it assures your product literature a permanent place when and where needed by field, contracting and operating personnel.

The next issue closes soon. Reserve space for your catalog now.

Write today for Fact Book, which shows how your present catalog can be conveniently pre-filled in PIPE LINE COMPOSITE CATALOG at a cost comparable to your present cataloging budget.

### SALES OFFICES

Houston	New York
Chicago	Cleveland
Los Angeles	Dallas
Tulsa	Hannover
	London



### Third Printing!

### "Shop Talk about Selling"

. . . a booklet for every man who sells. Thirteen short easy-to-read chapters covering such fundamentals as approach, professional vocabulary, service attitudes, post-sale followthrough, how a man can improve his techniques by self-training.

Price: \$1 per copy, quantity discounts.

### Sales Management

386 4th Ave., New York 16, New York

## Coming Soon

"Does the Big-Smash  
Advertising Unit Pay?"

\*\*\*

"10 Ways to Make  
Multiple Unit Sales"

\*\*\*

"So You're Planning  
Your First Sales  
Training Course"

## Sales Management

## Hints on Letter Writing

One skill which every business executive needs is the ability to write effective letters. Yet few excel in it. These hints are based on the author's 20 years of writing sales letters that make the sale.

By **JOHN D. YECK**

*Yeck and Yeck Inc.*

### "PERSONALIZE" IT

... from *your* end.  
Put something of yourself in every letter you write. It'll make your writing more human, warmer, more effective.

### PUT YOURSELF IN HIS SHOES

Have you ever said, "If he only knew as much about my product as I do, he'd buy"?

You want to get *him* in *your* shoes. Well, start out by putting yourself in his shoes. Look at your proposition from his point of view.

The trip from shoe to shoe is easier if you take it with him.

### TONE DOWN THE CLAIMS

If you know your business, and your product is good, you don't have to lean on superlatives.

Tell your story simply, honestly. Fact is, it often pays to *understate* your case.

### "VERY" IS VERY, VERY VERY

The worst culprit of all modifying words is "very." To prove it, try this.

The next ten times you see "very" in a letter, strike it out. At least nine of the times this will make the sentence stronger.

(:":...?!) )

Punctuation is part of writing. It's designed to make sentences easier to understand. Break up those long, long sentences with periods, commas, semicolons. This will give your writing pace and variety.

### BE BRIEF BUT COMPLETE

Like an ideal swim suit, be complete enough to cover everything necessary, but be brief enough to be interesting.

### THINK ABOUT THE OTHER FELLOW

You wouldn't *talk* the same to an atomic scientist as to a pretzel bender. Be as careful when you *write*. Use words and thoughts the *reader* understands.

### GET OFF THE STUMP

Alexander Pope judiciously proclaimed:

"That men must be taught as though you taught them not . . . and things unknown, explained, as things forgot."

So don't talk "down" in your letters.

### EVERY WORD COUNTS

In good short stories, every sentence should advance the plot.

In good letters, every sentence should move toward the sale.

## SALES MANAGEMENT STUDY REVEALS:

# Gifts for the family rank first

... make up 77.8% of all business gifts!

HOWE Folding Tables are ideal family gifts. They are strong and rigid, fold and unfold easily. Nationally known because they are sold in better stores everywhere. For free, new GIFT CATALOG, mail coupon below. **Act now!**



If it folds—ask HOWE

## FREE!

Send for a free, new HOWE GIFT CATALOG containing complete line of HOWE Folding Tables.

**Substantial discounts from retail prices now available!**

HOWE FOLDING FURNITURE, DEPT. S-981  
One Park Ave., New York 16, N. Y.

My name \_\_\_\_\_ Title \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

HOWE Folding Tables drop shipped at nominal charge.

## On Advertising

"Advertising works best in a healthy climate.

"Advertising helps create a healthy climate.

"Advertising serves at lower cost where good policies and sound procedures are in effect . . . not merely in ads."

Henry J. Kaufman,  
Managing Director  
Henry J. Kaufman  
& Associates

## NEW BOOKS FOR MARKETING MEN

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

**The Movement West.** By E. J. Murphy. Published by Sage Books, Denver, Colo. Price, \$4.50.

This book is the result of an assignment by the Advertising Association of The West to a past president, E. J. Murphy. His book is a lively, informal discourse on the story of the growth of the West as seen through the role of advertising men. Advertising, believes the author, helped conquer the West. Many of advertising's real advances had their inception beyond the Mississippi. Hundreds of old files of data have been sifted to produce a colorful little book.

**The Man in Management.** By Lynde C. Steckle. Published by Harper & Brothers, 49 East 33rd St., New York 16, N. Y. Price, \$4.00.

Dr. Steckle is a partner in the firm of William, Lynde and Williams, psychological consultants to management, Painesville, O. He is also author of the widely discussed *Problems of Human Adjustment*. His new book attempts to show "why and how the seven ways of motivation work," discusses man's development from cave to ranch house—together with related implications important for management in business and industry. Since many of our reactions stem from the primitive man that is close to the surface in all of us, says the author, adjustment to a constantly increasing technocracy isn't easy. Dr. Steckle's aim, in this book, is

to make cooperation with others easier and more successful.

**Getting the Sales from Sales Training.** By Edward F. Ruder. Published by Sales Executives' Associations, 1421 Olive Street, St. Louis 3, Mo. Price, \$5.95.

This book on sales training comes highly recommended by such sales and marketing executives as Arthur H. "Red" Motley, Al N. Seares and Elmer Wheeler. The author embraces what he terms the "total training" concept, combining all the elements of training in an integrated package. He devotes much space to such topics as memory training, reading and speech improvement. But he doesn't skip things like sales meetings, sales contests, manuals and statistics.

**Cram's Road Atlas: United States, Canada, Mexico.** Published by The George F. Cram Co., Inc., 730 East Washington St., Indianapolis 7, Ind. Price, \$1.00.

This new atlas offers the latest in highway information, with maps (approximately .35 miles per inch) of the same scale throughout. The format was designed for quick reference and legibility. Toll roads, super highways and freeways are shown as well as recreation areas. Also contains a mileage map of the U. S.

**Improving Managerial Performance.** By Virgil K. Rowland. Published by Harper & Brothers. Price, \$3.50.

The author of this book is assistant

secretary-treasurer, The Detroit Edison Co. There's a foreword by Lawrence A. Appley, president, American Management Association. Mr. Rowland's theme is application of basic principles of management to company training philosophy and program. He believes that management development shouldn't be viewed solely as the domain of the training specialist but must bring into play all of the company's management experience.

**Tested Methods of Successful Selling.** By Charles B. Roth. Published by Prentice-Hall, Inc., Englewood Cliffs, N. J. Price, \$4.95.

As president of the sales counseling firm bearing his name, Mr. Roth has a fund of marketing experience with important companies to pour into a book. His is a "method" book: methods of finding enough prospects; methods of getting in to see them; methods of getting more orders. His book is written in an informal style, with anecdotes that make for interesting reading.

**The "How" of Successful Sales Management.** By Merrill De Voe. Published by Prentice-Hall. Price, \$5.65.

The jacket of this book indicates that the author has covered each and every type of problem a sales executive meets in his day-to-day activities, with outlined methods for handling them. The author says the material in his book is not the sort that stems from one man's mind: He has included information culled from leading business publications (*Sales Management* among them).

**Coming September 19**

**AUDIO-VISUAL AIDS**

**What You Should Know**

**About Their Use**

**Sales Meetings**

**Part II,**

**Sales Management**

## In Addis Ababa...and Kalamazoo



A "grand-slam"  
Christmas gift  
is

**KEM PLASTIC  
PLAYING CARDS**

The Addis-Ababa Bridge Circle meets in the ex-Palace of the Empress Zewditu.

They use only Kem Plastic Cards . . . because even in sub-tropical climates Kems are always crisp and flexible, and years of use merely add the wonderful patina of polished ivory.



Black Panther  
in bridge and pinochle  
Double decks \$7.50

We'd like to send you samples, and a catalogue. Write to:

KEM PLASTIC PLAYING CARDS, INC., 595 Madison Avenue, New York 22, N.Y.

## HIGH SPOT CITIES

### 30 Best Markets for September (Top three cities in each of 10 regions)

Sales Management presents below the three cities in each of the nine sections of the United States and in all of Canada, which will score the heaviest gains in retail sales. The index opposite each city compares its performance against the nation's, based at 100. For example, in the South Atlantic, Greensboro's index as compared with September 1957 will be 122.2% higher than the nation's September gain.

In Canada, Ottawa's September sales are expected to go 8.8% better than Canada's.

Note particularly: These are just 30 of the cities that exceed the national averages. A total of 156 cities out of the 300 markets measured (see opposite page for details) will have their September 1958 sales scoring better gains over September 1957 than the national average.

	City Nat'l Index 1958 vs. 1957		City Nat'l Index 1958 vs. 1957		City Nat'l Index 1958 vs. 1957
<b>New England</b>		<b>Middle Atlantic</b>		<b>East North Central</b>	
New London, Conn.	107.5	Trenton, N. J.	118.5	Champaign-Urbana, Ill.	108.0
Burlington, Vt.	106.6	Camden, N. J.	109.6	Madison, Wis.	107.8
Providence, R. I.	105.0	Norristown, Pa.	107.9	Columbus, Ohio	105.5
<b>West North Central</b>		<b>South Atlantic</b>		<b>East South Central</b>	
Sioux Falls, S. D.	124.2	Greensboro, N. C.	112.2	Jackson, Miss.	114.4
Sioux City, Iowa	122.5	Wilmington, Del.	111.6	Montgomery, Ala.	106.7
Hutchinson, Kan.	116.3	Jacksonville, Fla.	109.4	Meridian, Miss.	105.9
<b>West South Central</b>		<b>Mountain</b>		<b>Pacific</b>	
Muskogee, Okla.	113.3	Albuquerque, N. M.	117.5	Salem, Ore.	115.3
Austin, Texas	110.3	Boise, Idaho	113.9	Sacramento	110.9
Laredo, Texas	109.8	Cheyenne, Wyo.	110.3	San Bernardino	109.0
		<b>Canada</b>			
		Regina, Sask.	115.7		
		Victoria, B. C.	113.1		
		Ottawa, Ont.	108.8		

## Forecast: September Sales Up 3%

By DR. JAY M. GOULD, Research Director, Sales Management's Survey of Buying Power

SALES MANAGEMENT forecasts: Retail sales this month will be 3% above September 1957. This is the first time since March that the High Spot Cities Forecast is for increased

sales over the previous years' month—and in March we were wrong. We forecast a gain which turned out a loss.

This month's sales volume will be

the first significant retailing gain of 1958. Retail sales for the first seven months of the year fell about 1% below the same 1957 period.

Many factors underlie the more

### Retail Sales Box Score

	7-Month Totals \$ Millions			July \$ Millions		
	1958	1957	% Change	1958	1957	% Change
Food .....	28,832	26,904	+ 7.2	4,231	4,029	+ 5.0
Eating & Drinking Places .....	8,325	8,370	— .5	1,315	1,384	— 5.0
General Merchandise .....	10,803	10,745	+ .5	1,570	1,540	+ 1.9
Apparel .....	6,467	6,289	+ 2.8	880	855	+ 2.9
Furniture & Appliances .....	5,546	5,797	— 4.3	825	863	— 4.4
Lumber, Building, Hardware .....	7,548	7,846	— 3.8	1,244	1,353	— 8.1
Automotive .....	20,023	23,229	—13.8	2,891	3,418	—15.4
Gasoline Service Stations .....	8,870	8,598	+ 3.2	1,407	1,383	+ 1.7
Drug & Proprietary .....	3,680	3,501	+ 5.1	516	513	+ .6
<b>*Total Sales .....</b>	<b>111,044</b>	<b>112,211</b>	<b>— 1.0</b>	<b>16,434</b>	<b>16,864</b>	<b>— 2.5</b>

\*Includes data for kinds of businesses not shown in above nine categories.



favorable retail atmosphere this fall. The revival in construction is perhaps the most notable. Housing starts in July reached an annual rate of 1,160,000 homes—the highest level in two years, while the value of all types of construction work done (including industrial, commercial and public works) was 3% higher in July of 1958 than it was in 1957. Interestingly enough, much of the boom in residential construction is now being accounted for by rental housing. Thus the gain in private apartments started in the first seven months of 1958 vs. the same period last year is of the order of 40%, which offsets in large measure the decline in individual home building.

Rental housing has been a neglected field in the past decade, a period in which suburban development received the major emphasis. Many observers now feel that the pendulum is swinging back to urban development as the tax, traffic and school problems besetting Suburbia begin to mount, and commuters begin moving back to the city. Thus it is noteworthy that in the two most active homebuilding areas of the nation, the New York and Los Angeles metro markets, the proportion of new housing falling outside the central city has been decreasing steadily in the past 4 years.

### Back to the City

In any case, allowing for suitable time lags, any major population shift, whether it be away from the city or back to the city, finds ultimate expression in renewed demand for home furnishings and appliances. But if the character of new residential construction will become more urban than suburban, retailers should be prepared for corresponding changes in consumer demand. Less emphasis will be placed on the big-ticket appliances (washers, freezers, etc.) for which space in city apartments is limited. More emphasis will fall on sales of eating and drinking places, recreation and the other services which play a larger role in urban consumption patterns.

Naturally, many knotty problems remain to be solved before urban redevelopment can really get under way; slum clearance is only one. More important than providing new urban housing is the problem of getting suitable tenants to keep new developments from reverting to slums. Thus the bulk of new apartments fall in the luxury class; as yet little provision has been made for the tremendous middle-income demand for rental housing. When such provision is made, and many observers feel it is

only a question of time, many new opportunities will arise for enterprising retailers who wish to anticipate these new developments. In this connection, the readiness of Detroit to provide small cars equipped to maneuver in dense city traffic is seen as only one of many examples of change.

\* \* \*

*Sales Management's Research Department*, with the aid of Market Statistics Inc., maintains running charts on the business progress of 300 of the leading market centers of this country and Canada.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

*Three Index Figures Are Given*, the first being "City Index, 1958 vs. 1948." This figure ties back directly to the official 1948 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1948 month. In Canada the year of comparison is 1951, the most recent year of official sales Census results.

The second figure, "City Index, 1958 vs. 1957" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today compared with last year.

The third column "City-National Index, 1958 vs. 1957," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

*The Dollar Figure, "\$ Millions,"* gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

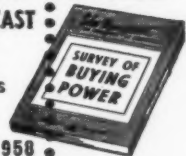
These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

*Suggested Uses for These Data* include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star, are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1957 which equals or exceeds the national change.

## HIGH SPOT CITIES RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR SEPTEMBER, 1958 •

### RETAIL SALES FORECAST

(S.M. Forecast for September, 1958)

		City		
Index	City	Index	City	\$
1958	1958	1958	Nat'l.	(Million)
vs.	vs.	vs.	vs.	September
1948	1957	1957	1958	1958

### UNITED STATES

152.1 103.0 100.0 16864.00

### Alabama

151.2 100.9 98.0 209.87

★ Birmingham ... 146.1 103.0 100.0 42.24

★ Florence-Sheffield

Tusculum ... 188.6 106.3 103.2 7.09

Gadsden ... 132.7 96.3 93.5 5.83

Mobile ... 159.7 95.0 92.2 18.73

★ Montgomery ... 178.0 109.9 106.7 15.66

### Arizona

215.1 110.9 107.6 120.02

★ Phoenix ... 219.8 112.7 109.4 38.76

★ Tucson ... 231.2 111.9 108.6 21.04

### Arkansas

136.7 105.5 102.5 125.73

★ Fort Smith ... 150.1 105.1 102.0 7.92

★ Little Rock-North

Little Rock ... 160.7 107.7 104.6 22.90

### California

179.5 103.3 100.3 1676.03

★ Bakersfield ... 192.2 107.7 104.6 18.55

Berkeley ... 145.0 100.8 97.9 12.69

★ Fresno ... 170.9 108.8 105.6 27.04

Long Beach ... 176.9 96.5 93.7 46.46

★ Los Angeles ... 168.1 104.4 101.4 337.10

Oakland ... 123.7 101.7 98.7 57.45

Pasadena ... 143.3 99.4 96.5 23.17

★ Riverside ... 221.2 104.9 101.8 12.05

★ Sacramento ... 202.0 114.2 110.9 40.75

★ San Bernardino ... 217.6 112.3 109.0 18.35

★ San Diego ... 204.8 107.5 104.4 63.99

★ San Francisco ... 113.9 104.1 101.1 100.17

★ San Jose ... 223.4 103.7 100.7 28.10

★ Santa Ana ... 280.1 108.7 105.5 16.56

★ Santa Barbara ... 148.4 106.3 103.2 9.18

Stockton ... 138.8 102.3 99.3 15.55

★ Ventura ... 127.6 107.9 104.8 6.16

THIS Is Eastern Connecticut

## \$202,920,000 Retail Sales

Eastern Connecticut's 49,200 families spend an average of \$4,140 for retail goods—\$166 above par. Total retail purchases: \$202,920,000.

To make sure your sales are in step with this buying activity, schedule the Bulletin—only newspaper that gives you solid *inside* coverage of this big market.

## Norwich Bulletin

and Norwich Bulletin-Record (Sundays)

NORWICH, CONN.

Bulletin Sunday Record  
24,965 Daily 21,017

Represented by

The Julius Mathews Special Agency, Inc.



"There's nothing like the Advocate."

"... and the unmatched penetration of local news"

## \$221,918,000 POCKETBOOK

The Advocate — with unmatched 97% coverage — not only enables you to sell practically all of Connecticut's richest large market, but increases the selling power of your ads by teaming them up with local news and local dealer advertising. No other newspaper can begin to match this influence on Stamford's \$221,918,000 pocketbook.

## Stamford Advocate STAMFORD, CONN.

Represented by  
The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST :

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR SEPTEMBER, 1958 •

RETAIL SALES FORECAST  
(S.M. Forecast for September, 1958)

	City Index	City Index	City Nat'l. Index	\$ (Million)
	1958	1958	1958	vs. September 1948 1957 1958
<b>Colorado</b>	175.7	107.5	104.4	187.20
★ Colorado Springs	287.0	109.1	105.9	14.06
★ Denver	174.4	109.5	106.3	75.59
★ Pueblo	187.3	105.7	102.6	10.51
<b>Connecticut</b>	163.4	99.1	96.2	268.43
Bridgeport	114.2	95.7	92.9	20.13
Hartford	139.8	101.7	98.7	31.44
Meriden				
Wallingford	153.6	102.9	99.9	7.64
Middletown	149.2	97.2	94.4	4.24
New Haven	141.7	102.2	99.2	24.66
★ New London	163.4	110.7	107.5	6.55
★ Norwich	170.5	103.0	100.0	5.05
Stamford	187.5	99.4	96.5	12.92
Waterbury	130.1	95.8	93.0	12.13

<b>Delaware</b>	158.4	113.3	110.0	50.73
★ Wilmington	154.3	114.9	111.6	24.31

<b>District of Columbia</b>	112.6	96.3	93.5	106.72
Washington	112.6	96.3	93.5	106.72

<b>Florida</b>	260.5	107.1	104.0	516.76
★ Fort Lauderdale	377.4	104.4	101.4	19.28
★ Jacksonville	215.6	112.7	109.4	45.49
★ Miami	240.8	110.3	107.1	79.33
★ Orlando	299.7	110.1	106.9	21.67
Pensacola	330.2	98.5	95.6	15.92
★ St. Petersburg	270.3	104.1	101.1	26.16
★ Tampa	271.2	109.1	105.9	36.91

<b>Georgia</b>	167.2	102.4	99.4	298.97
★ Albany	189.1	106.9	103.8	5.88
★ Atlanta	175.4	103.5	100.5	78.61
★ Augusta	189.3	106.7	103.6	13.33
Columbus	149.4	100.3	97.4	11.75
★ Macon	168.9	104.8	101.7	11.99
★ Savannah	167.9	103.6	100.6	15.55

<b>Hawaii</b>				
★ Honolulu	146.1	105.1	102.0	30.20

<b>Idaho</b>	148.8	115.7	112.3	73.41
★ Boise	179.4	117.3	113.9	9.99

<b>Illinois</b>	139.7	100.9	97.9	1038.29
★ Bloomington	131.2	108.0	104.9	6.35
★ Champaign-Urbana	150.9	111.2	108.0	9.76

## FIRST In Furniture Sales In Connecticut

New London families buy a lot of furniture! They spend \$603 per household on furniture and household appliances . . . making New London first of all Connecticut cities with a population of 25,000 or more (SM '58 Survey).

Sell your products to this 66,547 ABC City Zone through its only daily.

## The Day

NEW LONDON, CONNECTICUT  
National Representatives:  
GILMAN, NICOLL & RUTHMAN

ONLY the RECORD and JOURNAL



COVER

Meriden • Wallingford, Conn.

If it's households you want to reach, here's the household Effective Buying Income to give you buying response! For Meriden, \$7154. For Wallingford, \$8579.\* For coverage, it's 97% with The Record and Journal. No other Connecticut ABC daily has over 400 circulation here.

\*SM '58 Survey

## The Meriden RECORD and JOURNAL

Meriden • Connecticut  
National Representatives:  
GILMAN, NICOLL & RUTHMAN

SALES MANAGEMENT

# MIDDLETOWN Metropolitan Area

The Nation's  
19th Metropolitan  
Market in Family  
Automotive Sales

Metropolitan Middletown tops 261 of the nation's metropolitan markets in automotive buying—is out in front of every metropolitan in the state.

To set a sizzling sales pace in the 1958-1959 automotive season, schedule the state's first automotive market — and the Middletown Press. You can't promote it otherwise, for no combination of outside papers comes anywhere near equaling its coverage.

You ALWAYS Get MORE in MIDDLETOWN

## THE MIDDLETOWN PRESS

**MIDDLETOWN, CONN.**  
YOUR NATIONAL REPRESENTATIVE  
The Julius Mathews Special Agency

## BATON ROUGE, La.

is a

## NEWSPAPER MARKET

with the second highest\*  
paid production workers  
in the United States.

The

## STATE-TIMES

and

## MORNING ADVOCATE

is the

## NEWSPAPER combination

that SELLS it!

Represented by  
The John Budd Company  
\* U. S. Department of Labor

## HIGH SPOT CITIES

### RETAIL SALES FORECAST :

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR SEPTEMBER, 1958 •

### RETAIL SALES FORECAST

(S.M. Forecast for September, 1958)

City	City	Nat'l.	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	September
1948	1957	1957	1958

### Illinois (Cont'd)

Chicago .....	126.1	102.3	99.3	463.62
Danville .....	126.1	97.1	94.3	6.21
Decatur .....	160.0	101.9	98.9	12.40
East St. Louis .....	153.2	102.9	99.9	11.12
★ Moline-Rock Island-				
East Moline ..	142.5	106.1	103.0	13.75
Peoria .....	131.8	97.5	94.7	18.42
Rockford .....	184.6	97.2	94.4	21.35
★ Springfield .....	145.7	105.3	102.2	15.35

### Indiana

Evansville .....	135.4	96.2	93.4	16.05
Fort Wayne .....	140.8	101.6	98.6	20.59
Gary .....	151.1	97.3	94.5	18.09
★ Indianapolis .....	156.6	108.5	105.3	77.28
★ Lafayette .....	131.4	104.6	101.6	5.95
Muncie .....	151.0	99.7	96.8	8.48
South Bend .....	120.1	99.5	96.6	17.30
Terre Haute .....	121.1	100.4	97.5	9.77

### Iowa

★ Cedar Rapids ..	142.7	104.6	101.6	12.10
★ Davenport .....	128.5	104.1	101.1	11.40
★ Des Moines .....	143.8	113.3	110.0	30.26
★ Dubuque .....	137.7	110.3	107.1	7.27
★ Sioux City .....	158.8	126.1	122.5	15.32
★ Waterloo .....	133.6	105.4	102.3	9.63

### Kansas

★ Hutchinson .....	132.7	119.8	116.3	5.92
★ Kansas City .....	148.2	103.8	100.8	13.59
★ Topeka .....	173.8	108.2	105.0	13.62
★ Wichita .....	253.1	110.2	107.0	35.72

### Kentucky

★ Lexington .....	140.9	104.4	101.4	11.81
Louisville .....	152.3	102.6	99.6	52.41
Paducah .....	153.6	101.2	98.3	5.45

### Louisiana

★ Baton Rouge ..	246.4	110.5	107.3	24.50
★ Lake Charles ..	262.2	109.0	105.8	9.96
Monroe-				
West Monroe ..	169.4	101.7	98.7	8.83
New Orleans .....	153.3	99.8	96.9	66.44
★ Shreveport .....	161.0	105.6	102.5	20.90

### Maine

Bangor .....	145.3	102.5	99.5	6.51
★ Lewiston-Auburn ..	133.9	104.9	101.8	7.55



IN 1957:

More children UNDER 5  
were hit by  
CRIPPLING POLIO than  
any other age group

GET  
**SALK SHOTS**  
FOR YOUR CHILD  
NOW!

THE NATIONAL FOUNDATION  
FOR INFANTILE PARALYSIS

**\$1516**

## FOOD SALES PER FAMILY

Ready for Delivery

Biddeford-Saco's \$12,886,000  
in food sales average \$1,516  
per family—\$564 above the  
national average.

And they're wrapped up —  
ready for delivery — in the  
Biddeford Journal's 90% cov-  
erage of Biddeford-Saco  
homes.

THE BIDDEFORD

## JOURNAL

BIDDEFORD, MAINE

Represented by

The Julius Mathews Special Agency, Inc.



## test where it's best... PORTLAND, MAINE

**1** Rated first for testing among U. S. Cities in 75,000 to 150,000 population group!

**6** Rated sixth for testing among all U. S. Cities due to stable economy.

**2** Rated second for testing among all New England cities regardless of population.

Source: SALES MANAGEMENT

Comstock Foods is the latest in a distinguished line of products to select Portland, Maine as best for the test.

Other products recently tested in Northern New England's No. 1 market are Johnson & Johnson's First Aid Cream, Nestle's Nescreme and Strongheart Dog Food.

Do what others do! Make Portland, Maine your No. 1 test city. Write for details. Then, you'll be sure to select the market that guarantees ideal and economical testing conditions.



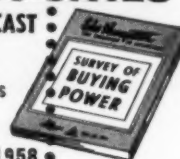
**Portland, Maine**  
**Newspapers**  
PORTLAND PRESS HERALD  
SUNDAY TELEGRAM  
EVENING EXPRESS

Represented by:  
Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR SEPTEMBER, 1958 •

RETAIL SALES FORECAST  
(S.M. Forecast for September, 1958)

City	City	City	
Index	Index	Nat'l.	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	September
1948	1957	1957	1958

### Maine (Cont'd)

★ Portland ..... 135.2 105.9 102.8 12.59

### Maryland

Baltimore ..... 168.9 97.4 94.5 269.47  
 Baltimore ..... 142.1 98.7 95.8 123.25  
 Cumberland ..... 137.3 101.5 98.5 6.30  
 Hagerstown ..... 174.8 97.3 94.5 7.11

### Massachusetts

203.0 101.6 98.7 517.83  
 ★ Boston ..... 134.0 103.7 100.7 121.54  
 ★ Brockton ..... 131.8 104.6 101.6 7.80  
 ★ Fall River ..... 114.2 103.6 100.6 9.91  
 ★ Holyoke ..... 144.4 106.5 103.4 7.15  
 ★ Lawrence ..... 128.5 103.9 100.9 10.04  
 Lowell ..... 120.6 101.9 98.9 9.28  
 ★ Lynn ..... 127.9 104.4 101.4 10.73  
 New Bedford ... 118.8 98.8 95.9 10.62  
 Pittsfield ..... 153.3 101.9 98.9 7.93  
 Salem ..... 139.9 100.3 97.4 6.38  
 ★ Springfield ... 143.4 106.4 103.3 23.68  
 Worcester ..... 124.1 97.2 94.4 23.42

### Michigan

147.7 94.9 92.1 737.04  
 ★ Battle Creek ... 140.2 105.0 101.9 8.48  
 Bay City ..... 145.3 98.0 95.1 7.59  
 Detroit ..... 126.9 93.8 91.1 231.25  
 Flint ..... 191.1 101.5 98.5 31.58  
 Grand Rapids ... 141.8 100.3 97.4 28.47  
 Jackson ..... 134.7 94.6 91.8 8.99  
 Kalamazoo ..... 164.3 101.6 98.6 13.63  
 Lansing ..... 147.2 99.1 96.2 17.43  
 Muskegon ..... 133.5 97.2 94.4 8.29  
 Pontiac ..... 177.0 99.8 96.9 13.68  
 Port Huron ..... 132.6 96.4 93.6 5.90  
 Royal Oak-  
 Ferndale ..... 224.1 96.9 94.1 15.57  
 Saginaw ..... 147.4 97.5 94.7 13.03

### Minnesota

139.2 105.4 102.3 340.20  
 Duluth ..... 128.1 98.5 95.6 13.16  
 ★ Minneapolis ... 136.4 106.8 103.7 82.76  
 ★ St. Paul ..... 134.1 109.5 106.3 45.52

### Mississippi

162.6 113.9 110.6 139.21  
 ★ Jackson ..... 187.1 117.8 114.4 16.03  
 ★ Meridian ..... 169.2 109.1 105.9 5.77

### Missouri

140.4 102.4 99.4 421.95  
 Joplin ..... 131.1 101.6 98.6 5.83  
 ★ Kansas City ... 121.2 107.5 104.4 76.49  
 ★ St. Joseph ..... 138.1 115.5 112.1 9.59

SALES MANAGEMENT



## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR SEPTEMBER, 1958



#### RETAIL SALES FORECAST

(S.M. Forecast for September, 1958)

		City		City		City		City	
		Index	1958	Index	1958	Index	1958	Index	1958
		vs.	1948	vs.	1948	vs.	1948	vs.	1948

#### Missouri (Cont'd)

St. Louis	122.3	99.2	96.3	100.69
★ Springfield	161.6	111.9	108.6	11.78

#### Montana

★ Billings	164.3	108.3	105.1	8.07
Butte	127.5	92.2	89.5	5.20
Great Falls	143.4	97.4	94.6	7.17

#### Nebraska

★ Lincoln	148.6	110.9	107.7	14.95
★ Omaha	149.6	111.4	108.2	38.85

#### Nevada

Las Vegas	306.2	99.0	96.1	11.91
★ Reno	187.9	106.3	103.2	11.46

## The Times

Difference Between

Plus and Minus

in

Little Falls

You need the Times to deliver a real sales wallop in this \$53,000,000 income market. Otherwise, you run out of steam on the edge of the market. The Times alone talks your product to these 9,600 families — spending \$34,220,-000 in local stores.

## Little Falls Times

LITTLE FALLS, N. Y.

Represented by

The Julius Mathews Special Agency, Inc.

#### RETAIL SALES FORECAST

(S.M. Forecast for September, 1958)

		City		City		City		City	
		Index	1958	Index	1958	Index	1958	Index	1958
		vs.	1948	vs.	1948	vs.	1948	vs.	1948

#### New Hampshire

Manchester	139.9	101.7	98.8	55.51
★ Nashua	150.9	106.1	103.0	4.64

#### New Jersey

★ Atlantic City	123.0	107.8	104.7	12.27
★ Camden	145.7	112.9	109.6	17.06
★ Elizabeth	129.0	103.1	100.1	13.13
★ Jersey City				
Hoboken	121.8	110.2	107.0	28.56
Newark	118.6	102.9	99.9	57.93
Passaic-Clifton	155.4	96.7	93.9	17.51
Paterson	125.4	96.7	93.9	19.34
★ Trenton	203.5	122.1	118.5	28.55

#### New Mexico

★ Albuquerque	274.5	121.0	117.5	26.35
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#### New York

★ Albany	135.1	103.7	100.7	20.75
★ Binghamton	125.1	103.3	100.3	11.87
Buffalo	126.2	98.5	95.6	70.14
Elmira	127.1	98.4	95.5	7.79
★ Hempstead				
Township	313.8	110.7	107.5	106.17
Jamestown	120.1	97.4	94.6	5.93
★ New York	133.2	110.7	107.5	901.52
Niagara Falls	142.5	95.8	93.0	11.73
Poughkeepsie	140.0	97.5	94.7	7.80
★ Rochester	153.8	106.2	103.1	54.15
Rome	155.2	96.3	93.5	4.92
Schenectady	130.3	102.2	99.2	14.13
★ Syracuse	135.1	104.0	101.0	32.34
★ Troy	119.5	103.6	100.6	9.51
Utica	118.7	98.7	95.8	12.03

#### North Carolina

Asheville	143.4	100.8	97.9	9.71
★ Charlotte	193.3	109.9	106.7	27.84
★ Durham	138.9	103.2	100.2	10.10
★ Greensboro	201.8	115.6	112.2	21.41
★ Highpoint	208.3	104.8	101.7	6.73
★ Raleigh	177.1	105.4	102.3	12.40
Salisbury	164.6	96.8	94.0	4.23
Wilmington	162.7	98.6	95.7	6.41
Winston-Salem	191.8	98.2	95.3	14.19

#### North Dakota

★ Fargo	143.9	110.3	107.1	8.23
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#### Ohio

Akron	148.5	99.5	96.6	39.78
Canton	136.3	95.8	93.0	17.37
Cincinnati	142.9	102.5	99.5	74.34
Cleveland	128.7	94.6	91.8	125.80
★ Columbus	172.0	108.7	105.5	66.76
Dayton	147.8	97.2	94.4	42.53
Elyria	148.3	93.8	91.1	5.23

## The POST sells . . . profitably

Yes . . . the Salisbury POST is famed for its sales-

ability

17,800 circulation . . . and the ONLY newspaper published in the market.

All State Metropolitan papers combined have a circulation of but a fraction over 3,500 in Salisbury-Rowan.

Use the POST.

It sells . . .

profitably.



Published in the Tri-Cities  
Salisbury—Spencer—East Spencer  
Post Office:

SALISBURY, NORTH CAROLINA

\$48,792,000

## Automotive Sales

In the automotive field, Elyria out-sells every standard metropolitan center in Ohio. Volume is 128% above average.

The reason? The metropolitan county is among the nation's top 100 in industrial employment. Income averages \$6,709 per household . . . 75% of all families earn above the \$4,000 level . . . total buying power: \$384,-454,000!

You get real horsepower in your automotive advertising when you use the Chronicle Telegram.

## Chronicle-Telegram

"The Family Newspaper"

## ELYRIA, OHIO

Circulation 23,560 ABC 9/30/57

DOUBLE the Number of City Families

Represented by

The Julius Mathews Special Agency, Inc.

You'll Make A  
Bigger Splash With  
**COLOR**  
IN  
**ALTOONA**

The smart advertisers who included color in the Altoona Mirror in their sales program for Pennsylvania are really swimming with the tide. Over 280,000 lines of color last year, more than many metropolitan dailies—again helped push up retail sales in Altoona and Blair County.

Indications are that '58 will even beat last year's record \$135-million sales. Both retail and national color linage have climbed year after year, one, two and full color . . . thanks to the careful Mirror craftsmanship and the avid readership of just about everybody in the Altoona metropolitan area. You'd better plan to get in the swim—in color—in Altoona!

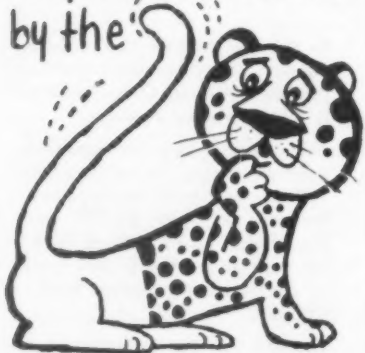
Sell Bustling Altoona With The

# Altoona Mirror

Altoona, Pennsylvania's Only Daily Newspaper

Richard E. Beeler, Adv. Mgr.

If you aren't covered  
by the



**BETHLEHEM  
GLOBE TIMES**  
you're not cover-  
ing Penn's 3<sup>rd</sup>  
largest market!

**The Bethlehem Globe-Times**

Rolland L. Adams, Publisher  
Gallagher-De Lissar, Inc., national representatives

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

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FOR SEPTEMBER, 1958 •

#### RETAIL SALES FORECAST

(S.M. Forecast for September, 1958)

City			
Index	City	Index	Nat'l.
1958	1958	1958	(Million)
vs.	vs.	vs.	September
1948	1957	1957	1958

#### Ohio (Cont'd)

Hamilton	167.3	101.5	98.5	9.65
Lima	148.9	97.1	94.3	8.80
Lorain	151.0	94.1	91.4	7.25
Mansfield	161.1	97.9	95.0	8.86
Middletown	145.5	100.4	97.5	5.44
Portsmouth	138.3	96.4	93.6	5.82
Springfield	143.2	95.6	92.8	11.36
Steubenville	174.1	98.4	95.5	7.94
Toledo	126.3	97.0	94.2	41.04
Warren	154.7	92.1	89.4	8.76
Youngstown	138.0	93.8	91.1	25.20
Zanesville	137.9	98.7	95.8	5.97

Oklahoma	137.6	97.8	94.9	191.11
Bartlesville	155.6	96.4	93.6	2.99
★ Muskogee	160.5	116.7	113.3	5.01
Oklahoma City	163.0	99.4	96.5	39.78
Tulsa	160.5	96.2	93.4	30.90

Oregon	134.1	102.4	99.4	181.33
Eugene	129.0	100.2	97.3	8.70
Portland	127.4	102.0	99.0	62.00
★ Salem	151.9	118.8	115.3	9.66

#### Pennsylvania

	135.0	100.0	97.1	1020.61
★ Allentown	148.3	107.4	104.3	17.86
Altoona	115.3	100.2	97.3	7.56
Bethlehem	128.7	97.0	94.2	6.77
★ Chester	154.4	104.3	101.3	10.32
Erie	124.8	96.6	93.8	16.77
★ Harrisburg	148.9	107.1	104.0	17.59
Hazleton	113.3	99.0	96.1	3.99
Johnstown	125.5	97.2	94.4	9.53
Lancaster	150.9	101.9	98.9	11.55
★ Norristown	197.0	111.1	107.9	7.37
Oil City	96.3	97.2	94.4	2.13
★ Philadelphia	128.7	103.0	100.0	226.58
Pittsburgh	117.6	95.2	92.4	86.39
Reading	124.2	99.8	96.9	14.55
Sharon	116.0	94.7	91.9	4.33
★ Scranton	116.8	104.1	101.1	12.94
★ Wilkes-Barre	111.7	108.3	105.1	10.05
Williamsport	118.1	97.7	94.9	5.93
★ York	166.4	104.4	101.4	11.35

#### RETAIL SALES FORECAST (S.M. Forecast for September, 1958)

City			
Index	City	Index	Nat'l.
1958	1958	1958	(Million)
vs.	vs.	vs.	September
1948	1957	1957	1958

#### Rhode Island

Newport	129.4	97.3	94.5	3.30
★ Providence	118.4	108.2	105.0	32.16



Who-oo-oo misses the \$116-million\* Pawtucket-Central Falls market, Rhode Island's 2nd largest? You do . . . without the Pawtucket Times! Reason: it covers 92% of this 104,900 ABC City Zone, 4½ times greater coverage than any other daily. \*SM '58 Survey

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SALES MANAGEMENT

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.

FOR SEPTEMBER, 1958



#### RETAIL SALES FORECAST (S.M. Forecast for September, 1958)

City	City	City	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	September
1948	1957	1957	1958

#### Rhode Island (Cont'd)

Woonsocket	117.9	95.4	92.6	5.20
------------	-------	------	------	------

#### South Carolina

	154.5	102.9	99.9	150.35
★ Charleston	160.6	103.7	100.7	12.06
★ Columbia	164.9	105.2	102.1	15.49
★ Greenville	160.2	105.3	102.2	12.63
★ Spartanburg	113.3	101.4	98.4	6.56

#### South Dakota

	138.9	119.1	115.6	73.39
Aberdeen	108.4	101.9	98.9	3.59
★ Rapid City	221.4	119.6	116.1	7.57
★ Sioux Falls	165.6	127.8	124.2	10.86

**Omt**

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PLUS + MARKET

#### RETAIL SALES FORECAST (S.M. Forecast for September, 1958)

City	City	City	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	September
1948	1957	1957	1958

<b>Tennessee</b>	149.1	102.4	99.4	263.90
★ Chattanooga	149.0	103.1	100.1	21.18
★ Knoxville	143.5	103.0	100.0	21.36
★ Memphis	142.2	102.6	99.6	55.95
★ Nashville	170.9	106.9	103.8	34.54

<b>Texas</b>	161.4	103.2	100.2	891.52
★ Abilene	156.2	105.0	101.9	8.14
★ Amarillo	180.8	106.8	103.7	16.91
★ Austin	171.7	113.6	110.3	19.61
★ Beaumont	142.5	97.3	94.5	13.86
★ Corpus Christi	192.9	99.1	96.2	20.26
★ Dallas	185.0	105.2	102.1	98.01
★ El Paso	213.5	110.8	107.6	25.75
★ Fort Worth	156.8	102.1	99.1	48.78
★ Galveston	101.2	95.0	92.2	7.09
★ Houston	178.2	100.5	97.6	104.61
★ Laredo	148.1	113.0	109.8	4.81
★ Lubbock	192.2	109.5	106.3	17.05
★ Port Arthur	177.8	108.9	105.7	9.39
★ San Angelo	155.8	105.0	101.9	7.63
★ San Antonio	167.3	110.0	106.8	53.81
★ Texarkana	131.9	102.9	99.9	5.71
★ Tyler	151.8	100.2	97.3	7.13
★ Waco	153.0	106.4	103.3	13.20
★ Wichita Falls	159.1	102.7	99.7	9.94

<b>Utah</b>	158.7	100.8	97.9	77.97
★ Ogden	162.7	111.9	108.6	9.57
★ Salt Lake City	174.9	99.4	96.5	32.48

<b>Vermont</b>	133.4	106.4	103.3	37.75
★ Burlington	141.6	109.8	106.6	5.67
★ Rutland	125.2	104.5	101.5	3.09

<b>Virginia</b>	163.3	101.8	98.9	306.70
★ Danville	129.7	101.9	98.9	5.74
★ Lynchburg	128.5	100.3	97.4	6.58
★ Newport News	128.3	99.7	96.8	7.88
★ Norfolk	154.3	97.6	94.8	30.28
★ Portsmouth	169.6	107.8	104.7	9.55
★ Richmond	140.8	108.2	105.0	37.82
★ Roanoke	129.2	103.0	100.0	12.39

<b>Washington</b>	143.7	102.1	99.2	270.02
★ Bellingham	108.0	104.4	101.4	4.05
★ Everett	140.2	106.9	103.8	6.70
★ Seattle	157.8	104.1	101.1	82.04
★ Spokane	147.4	100.6	97.7	24.70
★ Tacoma	144.6	101.4	98.4	20.92
★ Yakima	133.4	109.2	106.0	9.10

<b>West Virginia</b>	126.9	97.2	94.4	138.24
★ Charleston	136.2	100.1	97.2	16.06
★ Huntington	147.4	99.7	96.8	12.10
★ Wheeling	118.9	94.3	91.6	8.60

#### RETAIL SALES FORECAST (S.M. Forecast for September, 1958)

City	City	City	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	September
1948	1957	1957	1958

<b>Wisconsin</b>	144.2	105.2	102.1	392.46
★ Beloit-Janesville	132.4	93.6	90.9	8.27

★ Green Bay- Appleton-Neenah- Menasha	156.0	106.2	103.1	16.16
★ Kenosha	134.9	100.5	97.6	6.93
★ La Crosse	143.8	107.8	104.7	7.36
★ Madison	171.4	111.0	107.8	17.38
★ Milwaukee	149.9	108.7	105.5	99.70
★ Oshkosh	125.1	103.0	100.0	5.99
★ Racine	127.4	101.8	98.8	9.48
★ Sheboygan	128.1	99.4	96.5	5.64
★ Superior	124.9	102.0	99.0	3.72

<b>Wyoming</b>	146.4	106.2	105.1	38.38
★ Casper	195.9	106.1	103.0	6.48
★ Cheyenne	170.2	113.6	110.3	6.11

#### RETAIL SALES FORECAST (S.M. Forecast for September, 1958)

City	City	City	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	September
1951	1957	1957	1958

<b>CANADA</b>	138.7	104.0	100.0	1235.70
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<b>Alberta</b>				
★ Calgary	127.8	93.3	89.7	19.61
★ Edmonton	121.8	98.2	94.4	21.97

<b>British Columbia</b>				
★ Vancouver	145.4	100.4	96.5	57.33
★ Victoria	170.2	117.6	113.1	13.28

<b>Manitoba</b>				
★ Winnipeg	118.3	111.7	107.4	31.18

<b>New Brunswick</b>				
★ Saint John	139.3	106.7	102.6	6.60

<b>Nova Scotia</b>				
★ Halifax	125.7	104.5	100.5	10.70

<b>Ontario</b>				
★ Hamilton	119.6	101.6	97.7	23.31
★ London	131.5	105.4	101.3	14.09
★ Ottawa	127.6	113.2	108.8	22.59
★ Toronto	147.6	106.6	102.5	126.03
★ Windsor	101.6	93.0	89.4	11.31

<b>Quebec</b>				
★ Montreal	142.6	104.9	100.9	123.50
★ Quebec	127.5	103.9	99.9	17.67

<b>Saskatchewan</b>				
★ Regina	155.0	120.3	115.7	13.71

# SALES GAINS AND LOSSES

Financial reports of some of the companies listed in this sales gain and loss compilation indicate that they've little to worry about for 1958. Chas. Pfizer & Co., Inc., recorded first-half sales of \$106,943,269, an increase of close to 9% over the \$98,460,465 of the similar 1957 period, its previous high point. A company spokesman attributes these results to the introduction of new antibiotics. And apparently there are an increasing number of "Gerber babies" around—or their appetites are better than ever. Second-quarter sales of Gerber Products Co. were \$31,431,760, a 14.6% increase over the comparable figure a year ago.

Figures are shown in millions of dollars.

UP-26				Company	Period	1958	1957
Company	Period	1958	1957	Congoleum-Nairn, Inc.	6 mo.	22.2	27.2
American Seating Co.	6 mo.	14.2	13.8	Crown Cork & Seal Co.	6 mo.	58.2	60.8
Avon Products, Inc.	6 mo.	48.7	42.1	Cutler-Hammer, Inc.	6 mo.	39.6	44.5
Bell & Howell Co.	3 mo.	12.6	10.2	Detrex Chemical Industries	3 mo.	3.6	4.7
Cascades Plywood Corp.	3 mo.	3.3	3.2	Eastern Stainless Steel	6 mo.	21.7	27.8
Celanese Corp.	3 mo.	54.8	48.5	Emhart Mfg. Co.	6 mo.	12.3	18.4
Cutter Laboratories	6 mo.	9.9	9.1	Fairbanks, Morse & Co.	6 mo.	44.6	65.2
Food Fair Stores, Inc.	yr.	601.0	545.1	Fairchild Camera & Instrument	6 mo.	15.4	20.0
Friden, Inc.	6 mo.	29.7	27.2	Federal-Mogul-Bower Bearings	6 mo.	46.2	57.2
General Cigar Co.	3 mo.	15.1	14.1	General Time Corp.	24 wk.	19.3	20.3
Gerber Products Co.	3 mo.	31.4	27.4	Heyden Newport Chemical	6 mo.	22.8	25.1
Hagan Chemicals & Controls	6 mo.	13.5	13.1	Hupp Corp.	3 mo.	16.7	16.9
Ideal Cement Co.	3 mo.	24.9	20.7	Jessop Steel Co.	6 mo.	8.8	14.5
Inland Steel Co.	3 mo.	159.0	201.9	Earle M. Jorgenson Co.	6 mo.	21.2	27.2
Mansfield Tire & Rubber	6 mo.	31.1	30.1	Kennecott Copper Corp.	6 mo.	173.4	260.5
Philip Morris, Inc.	3 mo.	115.3	107.5	James Lees & Sons Co.	6 mo.	30.8	37.0
National Distillers and Chemical Corp.	3 mo.	124.1	118.4	P. R. Mallory & Co.	6 mo.	32.1	41.3
National Steel Corp.	3 mo.	117.8	113.5	Metal & Thermit Corp.	6 mo.	16.9	22.4
Neptune Meter Co.	6 mo.	17.8	16.7	National Biscuit Co.	6 mo.	205.1	207.8
Chas. Pfizer & Co.	6 mo.	106.9	98.5	North American Cement Corp.	yr.	15.5	18.1
G. D. Searle & Co.	6 mo.	16.4	15.0	Pacific Cement & Aggregates	6 mo.	10.7	12.1
Universal Products Co.	3 mo.	6.9	6.4	Phillips Petroleum Co.	6 mo.	512.4	572.8
U. S. Gypsum Co.	6 mo.	122.6	120.5	Puget Sound Pulp & Timber	3 mo.	5.1	6.7
U. S. Tobacco Co.	6 mo.	15.0	13.8	Pullman, Inc.	6 mo.	197.3	204.3
Vanity Fair Mills, Inc.	6 mo.	10.0	9.7	Radio Corporation of America	6 mo.	542.6	565.0
Varian Associates, Inc.	9 mo.	14.0	12.1	Riegel Textile Corp.	40 wk.	60.9	68.9
Vita Food Products, Inc.	yr.	16.3	15.3	Signode Steel Strapping	3 mo.	11.0	11.5
DOWN-48				Stewart-Warner Corp.	6 mo.	45.0	61.0
Abitibi Power & Paper Co.	6 mo.	62.1	66.5	Stone Container Corp.	3 mo.	8.7	9.0
Air Reduction Co.	3 mo.	42.4	46.8	Struthers Wells Corp.	6 mo.	12.0	13.1
Amerace Corp.	6 mo.	22.4	27.3	Sutherland Paper Co.	6 mo.	30.3	32.0
American Hoist & Derrick	25 wk.	14.4	18.3	Union Bag-Camp Paper Corp.	6 mo.	73.7	78.9
American Metal Products	6 mo.	24.1	40.3	U. S. Industries, Inc.	6 mo.	43.5	58.9
Associated Spring Corp.	6 mo.	19.2	25.2	U. S. Rubber Co.	3 mo.	206.8	219.1
Baldwin-Lima-Hamilton	6 mo.	71.4	97.9	Walworth Co.	3 mo.	18.7	23.8
Bergstrom Paper Co.	6 mo.	5.4	5.6	Westinghouse Electric Corp.	3 mo.	474.6	507.3
Bohn Aluminum & Brass	3 mo.	7.8	10.8	Wheeling Steel Corp.	3 mo.	56.7	68.0
Bridgeport Brass Co.	6 mo.	62.7	80.0				
Calumet & Hecla, Inc.	6 mo.	24.9	30.5				

## Milage Costs up 5 1/2%

(continued from page 40)

this year; this represents a 50% gain over the 1957 figure. Fully 6% of 1958 Pontiacs carry this factory accessory, and this figure too represents a hike in popularity of 50% over last year because a reported 3% of buyers asked for air conditioners in 1957.

If the reader wishes to figure the additional annual cost of air conditioning in either a Chevrolet or Pontiac class car, please refer to the footnotes at the bottom of the accompanying chart. Simply add the additional fixed allowance to fixed allowance per day and per mile allowance to total per mile allowance for your approximate cost area and car. At 20,000 annual miles this additional cost for Chevrolet owners is \$150 and for Pontiac drivers it is \$163. Annual depreciation is responsible for most of this additional cost, with the remainder split between the purchase of freon gas, maintaining broken seals and increased gasoline consumption in the automobile's engine.

We again remind readers that allowances in the accompanying table cannot achieve the accuracy of a territory by territory automobile cost control plan, wherein each driver's schedule reflects the specific conditions in his individual area. It is our estimate that these cost area standard allowances will average approximately \$75 per car higher than those established on the individual territory basis. This means that for companies regularly operating 15 or more employee-owned cars for business, the individual territory standard allowance plan can produce added saving. ♦

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SEPTEMBER 5, 1958

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HUGHES PRINTING CO.  
EAST STROUDSBURG, PA.

## TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

### Sage

My book on How to Be a Success before 90 will be peppered with advice from ads: Remember that "only Viceroy has a Thinking Man's Filter." But first get your head clarified with Calvert.

### Monopolies

Including Boston's *Christian Science Monitor* (an international newspaper) the nation's 25 largest cities have been reduced to a total 59 general dailies.

With the *Enquirer* already out of the picture, and the *Times-Star* taken over by Scripps-Howard's *Post*, Cincinnati's three have become one. And though the *Times-Picayune & States* has offered to resell the recently acquired *Item*, New Orleans is now a one-newspaper city.

Older monopolies have been operating in Minneapolis, San Diego, Atlanta and Kansas City—all of them now with 500,000 and more population.

Among the top 25 cities, nine still have two general dailies (usually Hearst or Scripps-Howard and a local operation): Baltimore, Houston, St. Louis, Milwaukee, Dallas, Buffalo, Seattle, San Antonio and Denver. Four have three newspapers each: Philadelphia, Detroit, Washington and Pittsburgh. Four have four: Chicago, Los Angeles, San Francisco and Boston.

New York alone remains *multi*, with seven.

### Pop.

The above also suggests that, between the Census of April 1950 and January 1958 (SM's current annual survey estimates) the list of 25 biggest cities has changed a bit. Most of the more rapid growers are down South.

In this 93-month period four of the 25 added 50% or more. Houston is now eighth in rank, with 910,000; Dallas, 17th, with 645,000; San Diego, 24th, with 514,000, and Atlanta 25th, with 509,000.

(Hempstead Township, N. Y., is 14th, with 712,000.)

The five cities which grew 20% or more were Milwaukee, 12th, to 756,000; New Orleans, 16th, to 650,000; Seattle, 19th, 571,000; San Antonio, 21st, 554,000, and Denver, 23rd, 518,000.

Los Angeles city added about 15%. Thirteen cities, in population range from Chicago to Kansas City, grew less than 10%—some of them a lot less. New York and Boston lost population. New York, however, still manages to be more than twice as large as Chicago and more than three times L. A.

L. A. county is something else again.

### Share

Those Barnums of Finance—Merrill Lynch, Pierce, Fenner & Winthrop Smith—have found by careful count

that in the first 30 months their Investment Information Center in Grand Central Station, New York, has "hosted" (their word) 3,406,842 people.

Electronic eyes report an average daily attendance of 7,000. But (perhaps because it was summer and a lot of folks just lazed and lolled), on one recent day the Merrill Lynch-Pepsi-Cola exhibit attracted 10,000.

Pepsi is one of 15 advertisers who, for two months each, have helped Merrill Lynch pay the rent. Others are Allied Chemical, American Machine & Foundry, American Smelting, Chase Manhattan Bank, Dictaphone, Ford Motor, General Motors, IBM, New York Life, New York Telephone, Owens-Corning Fiberglas, Chas. Pfizer & Co., Remington Rand and Reynolds Metals.

The brainstorm of Lou Engel, Merrill Lynch's partner in charge of advg. & s.p., the Center stemmed from a How to Invest Exhibit which the investment firm threw at the 72nd Armory.

Merrill Lynch people are sure that it has spawned new accounts—but they can't count how many or how much.

### Media

The 20th Century Fund prefers the word Megalopolis to Interurbia.

Psychological Corp. finds (for *McCall's*) that 93% of folks surveyed can define Togetherness, and 85% even say they live that way.

"Local Radio Programming," explains John Blair & Co. in a 7,000-word booklet by that title (\$1), is "the vibrant force behind spot radio's spectacular growth." The booklet gets into news, service features, music, personality, editorial, public service, production and promotion.

With a slight decline in membership, Bur. of Advg., ANPA, estimates its dues for the 1958-59 fiscal year at \$2,007,600, as compared with \$2,063,000 for 1957-58. . . . The BofA's annual report on national advertisers' expenditures in newspapers for calendar 1957 lists 1,555 companies and 3,817 products and services.

In first half 1958, says TvBureau, average evening TV program audiences expanded 8% and average daytime audiences were up 13% from first half 1957. . . . In the same period network TV gross time billings expanded 12.9%, from \$250.7 million to \$283 million.

On November 1 Station WIBG—Radio 99, Philadelphia, will boost daytime power from 10,000 to 50,000 watts.

### Purisms

When will our writers stop saying:

1. Own *their own* homes. (Whose home should you own?)

2. Reached a record *high*. (High is still an adjective. Imagine Sir Edmund P. Hillary atop Mt. Everest, turning to congratulate his Sherpah: "Boy, what a *high*!")

3. The *large* bulk of profits . . . (Since when does bulk come in assorted sizes?)



stands for the halo that good boxboards wear—  
A sign that they're made with the greatest of care,  
Are easy to fold, smooth-surfaced, and white—  
The boxmaker's joy and the printer's delight.



G

is for Gardner, a time-honored name,  
Whose boxboard is "halo-ed" because of its fame  
To convert into colorful cartons that cry  
To customers: "We hold the items to buy!"



*Persuasive Packaging*

**DIAMOND GARDNER CORPORATION**

THE GARDNER DIVISION  
MIDDLETOWN, OHIO



DRY CARTONS • CARRIERS • BOXBOARDS  
PARAFFIN CARTONS • RETAIL CARTONS

# That Rolls-Royce ad



On April 29, 1958, a full page black and white advertisement for Rolls-Royce and Bentley automobiles appeared in the Chicago Tribune.

In 4 days, Peter G. Malone, Inc., the dealer whose signature appeared in the ad, sold \$100,000 worth of cars—and had a prospect list for another \$350,000 in sales.

There were plenty other signs of action: A Tribune reader in Springfield, Ill., about 200 miles away, saw the ad and drove his Bentley to Chicago for servicing. A Rolls Royce owner in St. Louis, 295 miles away, did the same.

Another Rolls-Royce owner in Milwaukee, 85 miles from Chicago, drove in and bought a second Rolls-Royce for \$23,000!

Several Chicago banks called to offer six-year financing for Rolls-Royces and Bentleys.

The Rolls-Royce is an exceptional car. The ad prepared by Ogilvy, Benson & Mather, Inc. was

an exceptionally interesting one. But the response Rolls-Royce got was not exceptional among Tribune advertisers. For instance, EverSweet Orange Juice pulled 100,000 coupon returns from 2 ads. With a 6-ad promotion, Westinghouse first quarter sales in Chicago went up 25% over the previous year. Consistent Tribune advertising helped move Dean's Country Charm Cottage Cheese from fourth to first place in Chicago in 4 years.

Last year advertisers invested \$67,000,000 in the Tribune—26% more than in all other Chicago newspapers combined.

The Tribune reaches more families in Chicago and suburbs than the top 7 national weekly magazines combined. More than 6 times as many Chicagoans turn its pages as turn on the average evening TV show. The Tribune reaches more—sells more—Chicagoans. Why not see what it can do for *you*?

## The Tribune can do almost anything in Chicago